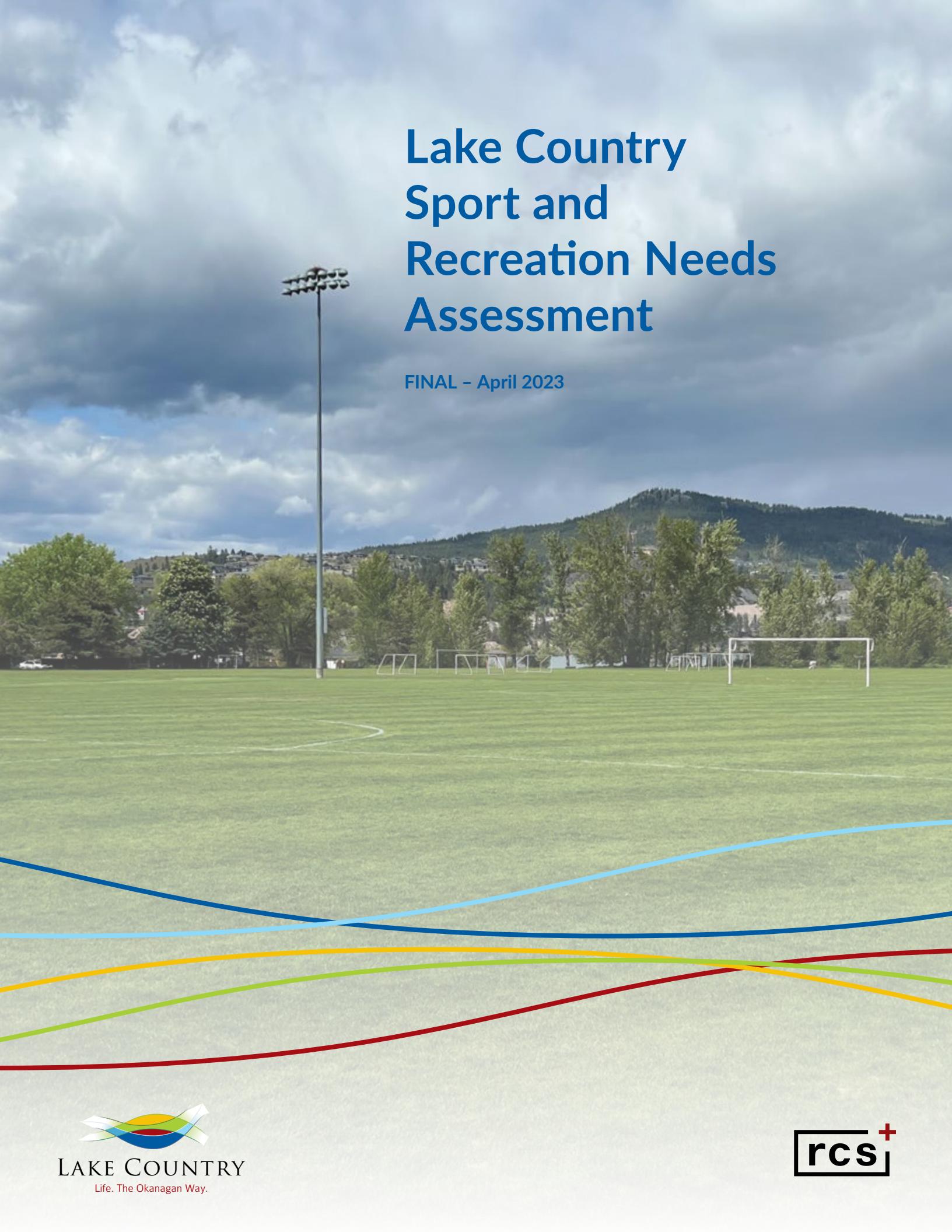
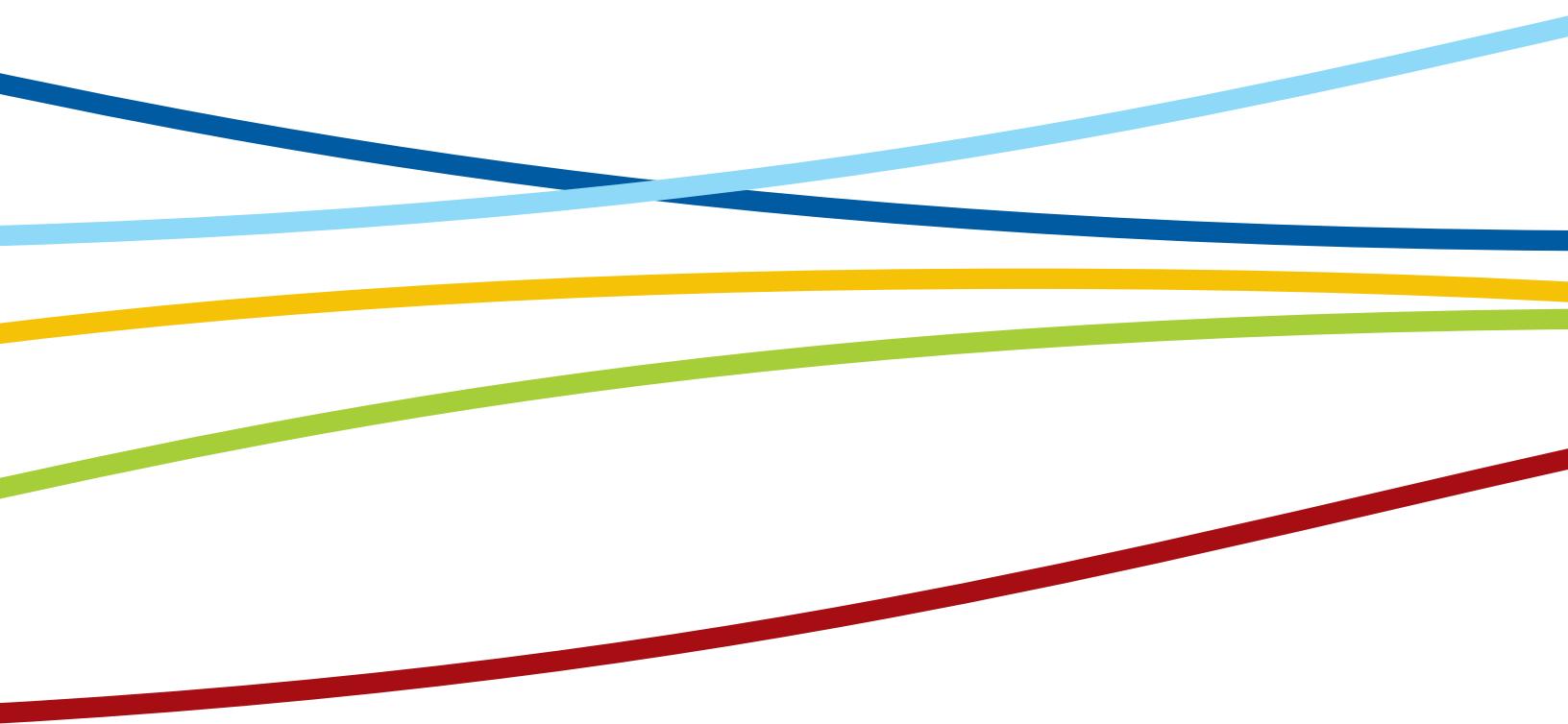
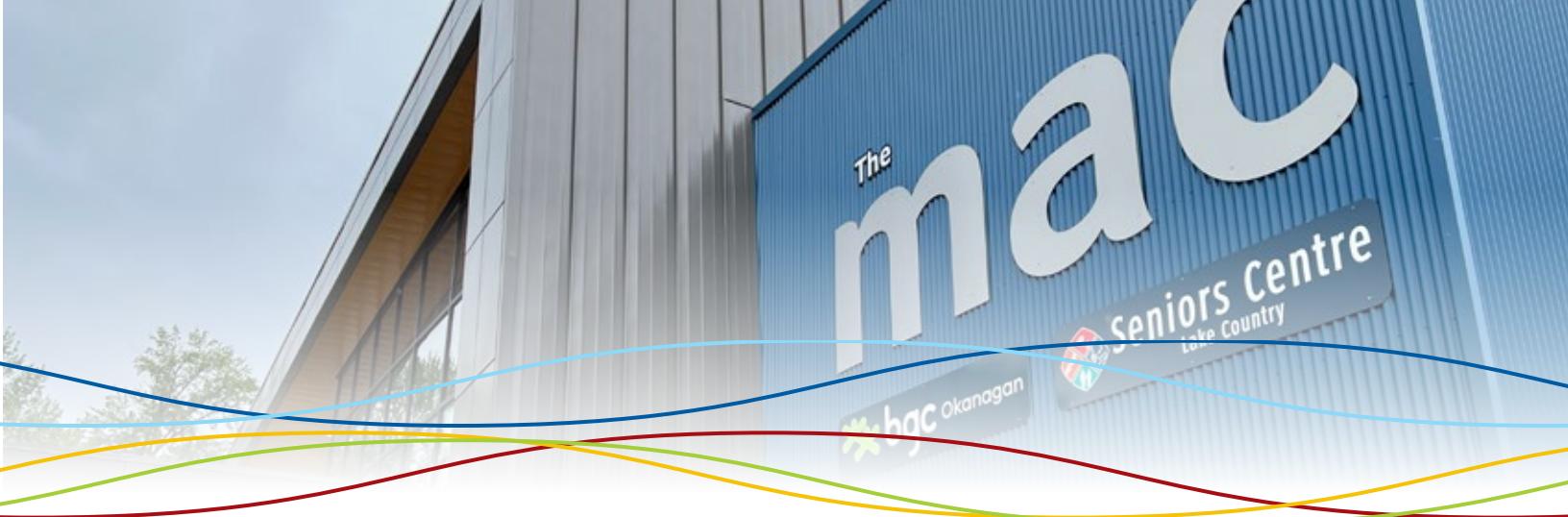


# Lake Country Sport and Recreation Needs Assessment

FINAL – April 2023







# Executive Summary

## Needs Assessment Overview and Purpose

The Sport and Recreation Needs Assessment provides the District of Lake Country with a valuable resource that can guide future planning, decision making, and resource allocation. The Needs Assessment was developed through comprehensive research that aimed to better understand the current state of sports and recreation and identify future priorities.

Key research inputs used to develop the Needs Assessment included:

- Public engagement
- User group and stakeholder engagement
- Review of available facility and program utilization data
- Analysis of population and potential growth
- Trends and leading practices review
- Benchmarking

# Key Findings (5 Key Takeaways)

Summarized as follows are key findings from the research and engagement that informed the Needs Assessment.

Finding	Potential Impacts on Sport and Recreation Needs & Planning
Lake Country has experienced high levels of population growth, approximately double the provincial average in recent years.	<ul style="list-style-type: none"><li>Demand for new and enhanced facilities can reasonably be attributed to the challenges of investing in infrastructure in lockstep with population growth (for additional context, Lake Country has added over 4,000 new residents over the past decade which is comparable to adding a town the size of Oliver, Osoyoos, or Golden onto the existing population base).</li><li>While some age cohorts have grown more rapidly than others, net population growth has been experienced across all. As such, sport and recreation activity and infrastructure provision will need to balance multiple needs and preferences.</li></ul>
Community engagement, data analytics, and trends suggests that sport and recreation demands in Lake Country are diverse.	<ul style="list-style-type: none"><li>There will be a continued need to provide infrastructure that can support a wide range of structured and spontaneous activities across a broad age spectrum.</li><li>Sports and recreation will continue to be highly valued by residents, with demands for quality facilities and experiences.</li><li>The District will need to proactively plan for emerging trends such as pickleball and wheeled sport with an increased focus on collecting data that can inform capital planning.</li><li>As 2022 programming data generally reflects a return towards pre-pandemic demand, the District and other program providers in the region will need to place an emphasis on recruiting and retaining instructors and volunteers.</li></ul>
Available data suggests that additional arena ice and rectangular sport field capacity is needed.	<ul style="list-style-type: none"><li>The full-sized fields at Beasley Park will be challenged to accommodate growth.</li><li>Without a second sheet of ice in Lake Country or an increase in regional ice arena supply, current user groups will not be able to accommodate significant levels of growth.</li><li>Daytime ice is typically less utilized than prime time ice, however the evolving nature of youth hockey is resulting in more academy programs that have a demand for ice during the daytime hours.</li></ul>
The community engagement validated that there is a strong demand for new and enhanced facilities.	<ul style="list-style-type: none"><li>The District will be challenged to meet all demands for capital facility development and will need to set priorities based on clear rationale and desired benefits outcomes.</li><li>Residents and groups generally understand that resources are finite and the District may not be able to undertake all desired development.</li><li>The District will need to seek partnerships and creative solutions to maximize available resources.</li></ul>
Local and regional governments across the Central Okanagan region are continuing to make a significant investment in sport and recreation infrastructure.	<ul style="list-style-type: none"><li>Many residents regularly travel across jurisdictional boundaries and may not be aware of who provides services.</li><li>It is unlikely that every jurisdiction will be resourced to meet every sport and recreation need of residents. Communication and collaboration between the various jurisdictions can help avoid duplication and lead to efficiency.</li></ul>

# Amenity Strategies

The Needs Assessment provides short and medium to long-term Amenity Strategies for key types of sport and recreation infrastructure. The Amenity Strategies were informed by a Prioritization Framework that undertook a scoring and ranking process in order to assess need and future priority in a transparent, clear and data driven manner.

## Recommended Amenity Strategies (Indoor)

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Aquatics	<ul style="list-style-type: none"><li>• Undertake feasibility analysis when the District population approaches 20,000 residents. Feasibility analysis should explore:<ul style="list-style-type: none"><li>» Capital and operating costs</li><li>» Partnerships models and opportunities</li><li>» The scale of facility needed</li><li>» A range of facility options (e.g. indoor, outdoor, hybrid indoor-outdoor)</li><li>» Potential multi-use synergies and opportunities with other sport and recreation infrastructure</li></ul></li></ul>	
Curling	<ul style="list-style-type: none"><li>• Monitor utilization, participation numbers, and work with the Club to grow the sport.</li><li>• Continue to identify opportunities to maximize use of the space for off-season use.</li></ul>	<ul style="list-style-type: none"><li>• N/A</li></ul>
Fitness / Wellness Facilities	<ul style="list-style-type: none"><li>• Continue to identify opportunities to maximize access and use of the existing fitness room at George Elliot Secondary School.</li></ul>	<ul style="list-style-type: none"><li>• Include a fitness centre as part of a new indoor arena and/or other new multi-sport facility if developed.</li></ul>
Gymnasiums / Large Span Spaces	<ul style="list-style-type: none"><li>• Monitor utilization and impacts now that the Ecole H.S. Grenda Middle School Gymnasium is online in a post-pandemic context.</li><li>• Continue to maximize community access for structured and unstructured activity to the George Elliot Secondary gymnasium.</li></ul>	<ul style="list-style-type: none"><li>• Re-assess need for incremental gymnasium / large span multi-sport space in 5-7 years. If future need is identified, consider undertaking a feasibility study for a multi-sport facility.</li><li>• If the District pursues developing an artificial turf field in the future, consider the viability of an air supported structure to provide indoor sport and recreation space during the winter months.</li></ul>

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Ice Arenas	<ul style="list-style-type: none"> <li>Continue to ensure adequate lifecycle investment to sustain the existing arena.</li> <li>Undertake the necessary planning to analyze adding a second sheet of arena ice. This planning should focus on the following key considerations: <ul style="list-style-type: none"> <li>Strategies to ensure that both ice sheets in the community are at a single site (e.g. adding onto the existing arena or a longer term plan at a new site that would involve developing a second sheet when the current arena is at end of life).</li> <li>Partnership opportunities.</li> <li>Working with key ice user groups to get firm commitments on ice bookings.</li> <li>Validating that a new sheet of ice will be accessible and provide broad based community benefit.</li> <li>Opportunities to meet broader community recreation and sport needs (e.g. inclusion of complementary amenities and spaces).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop and commission the recommended second sheet of ice.</li> </ul>
Walking / Running Tracks	<ul style="list-style-type: none"> <li>Include in a new indoor arena and/or future indoor multi-sport facility.</li> </ul>	
Other Program Spaces (multi-purpose program rooms, youth spaces, community meeting rooms, etc.)	<ul style="list-style-type: none"> <li>No specific actions needed at this time, however use of current spaces and community need should continue to be monitored on an ongoing basis.</li> <li>Assess opportunities for including these amenities and spaces as part of future facility planning.</li> </ul>	

## Recommended Amenity Strategies (Outdoor)

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Ball Diamonds	<ul style="list-style-type: none"> <li>Sustain the current ball diamond inventory. If future facility development on the Winfield Recreation Centre site impacts the existing ball diamond, a new ball diamond site should be identified.</li> <li>Work with the baseball community to develop pre-requisite targets that need to be in place before the District considers investment in dedicated baseball diamonds. These targets could include establishing a formal minor baseball organization, validating participation numbers, and fundraising goals.</li> </ul>	<ul style="list-style-type: none"> <li>If the pre-requisite targets are met and demonstrate a need for investment in baseball infrastructure, work with the baseball community to identify potential sites and opportunities.</li> </ul>
Pickleball Courts	<ul style="list-style-type: none"> <li>Continue to monitor use of existing pickleball courts – including the collection of better data that can help guide future investment decisions.</li> <li>Work with the local pickleball community to foster capacity and build relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Work collaboratively with the pickleball community to develop a long-term plan for an outdoor pickleball “hub” (12+ courts).</li> <li>Ensure pickleball needs are considered as part of any future indoor multi-sport facility study.</li> </ul>

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Sports Fields	<ul style="list-style-type: none"> <li>Initiate planning to add rectangular sports field capacity. This planning should assess a range of potential approaches that could include: <ul style="list-style-type: none"> <li>» Retrofitting an existing natural surface field to artificial turf in order to enable expanded shoulder season capacity.</li> <li>» Identifying a new site for the development of natural surface sports fields.</li> <li>» Re-imaging the Beasley Park site to maximize field orientation and capacity.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Undertake capital sports field investment based on the results of the planning.</li> </ul>
Tennis	<ul style="list-style-type: none"> <li>Sustain the current supply of courts.</li> <li>Collect better court utilization data to inform future decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Re-assess tennis court needs in 5 – 7 years.</li> </ul>
Wheeled Sports	<ul style="list-style-type: none"> <li>Develop the proposed mountain bike park (planning currently underway).</li> <li>Ensure sufficient ongoing lifecycle re-investment into the skatepark located at Swalwell Park.</li> </ul>	<ul style="list-style-type: none"> <li>Assess opportunities for skate spots and pump tracks as part of future park planning.</li> </ul>
Other Park Amenities and Spaces	<ul style="list-style-type: none"> <li>Follow direction provided by the Parks and Recreation Master Plan and consider an update between 2025 – 2027.</li> </ul>	

# Table of Contents



<b>1</b>	<b>Introduction</b>	<b>1</b>	<b>5</b>	<b>Trends</b>	<b>57</b>
1.1.	Study Purpose	1	5.1.	Societal Participation Trends & Key Factors	58
1.2.	How was the Needs Assessment developed?	3	5.2.	Sports Trends – Environmental Scan	61
<b>2</b>	<b>Community Profile</b>	<b>4</b>	5.3.	Service Delivery Trends and Leading Practices	64
2.1.	Population and Growth	4	5.4.	Indoor Facility Trends and Leading Practices	71
2.2.	The Potential Impacts of Growth	6	5.5.	Outdoor Facility Trends and Leading Practices	74
2.3.	Segmentation Profiles	9	<b>6</b>	<b>Benchmarking</b>	<b>77</b>
<b>3</b>	<b>Facility Inventory and Utilization</b>	<b>11</b>	6.1.	Benchmarking Context	77
3.1.	Current Recreation Facilities and Amenities in Lake Country	12	6.2.	Benchmarking Findings	78
3.2.	Spatial Characteristics of the Indoor Sport and Recreation Facility Inventory	14	<b>7</b>	<b>Potential Priorities and Amenity Strategies</b>	<b>81</b>
3.3.	Spatial Characteristics of the Outdoor Sport and Recreation Facility Inventory	16	7.1.	The Prioritization Framework - Purpose and Overview	81
3.4.	Utilization of Key Facilities	18	7.2.	Prioritization Framework Criteria and Scoring	82
3.5.	Programming Provided by the District	28	7.3.	Amenity Strategies	84
<b>4</b>	<b>Community Engagement</b>	<b>34</b>	<b>8</b>	<b>Appendices</b>	<b>88</b>
4.1.	Overview	34	Appendix A: Participating Community Groups & Stakeholders	88	
4.2.	Household Questionnaire Findings	35	Appendix B: Prioritization Framework Scoring Metric and Results	90	
4.3.	Community Group Questionnaire	49			
4.4.	Stakeholder Discussions	55			



# 1

# Introduction

## 1.1. Study Purpose

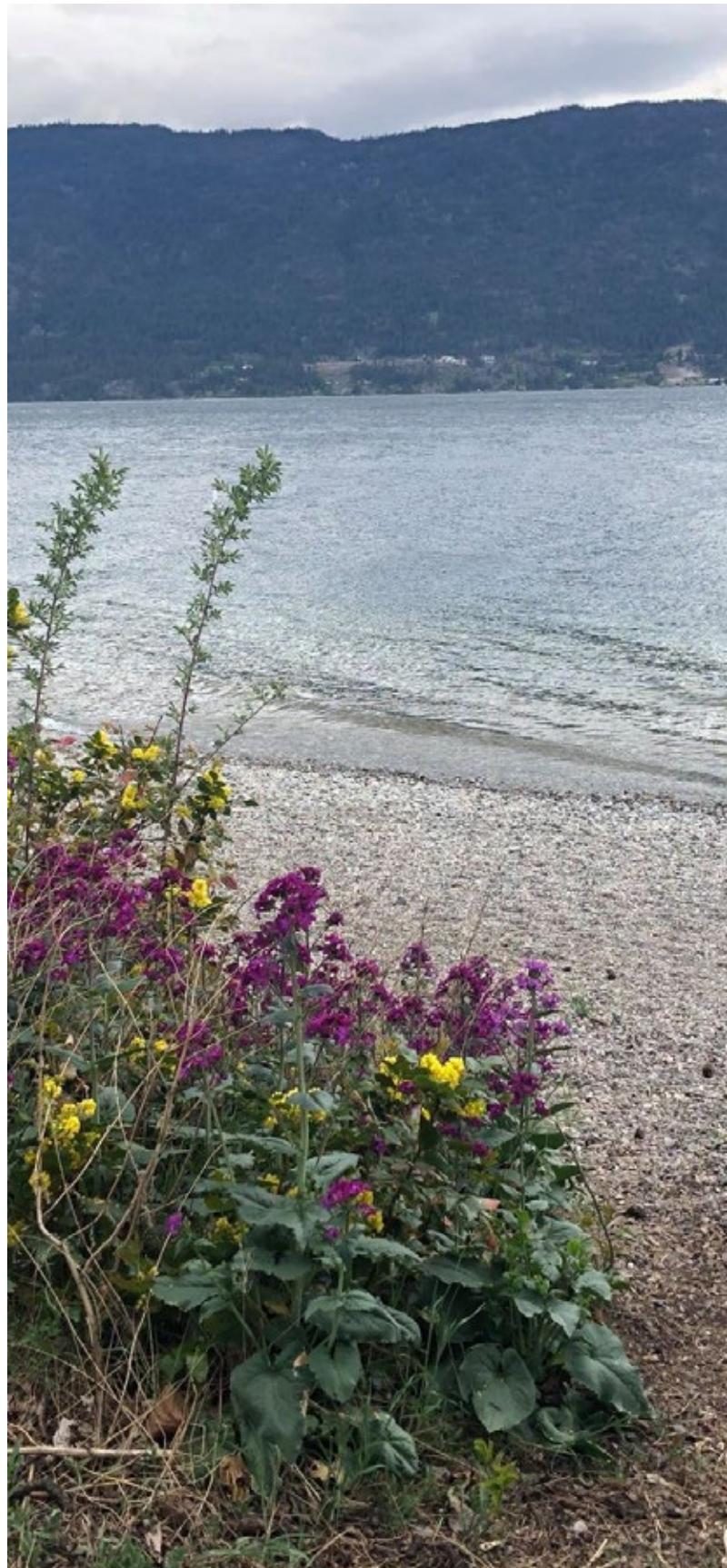
The District of Lake Country undertook the development of this study, the Sports and Recreation Needs Assessment, in order to:

- Better understand the current state of sports and recreation across the District;
- Engage with the community and user groups to identify key trends, changes, opportunities and challenges; and
- Identify potential future needs based on sound information and a clear priority setting process.

The Needs Assessment will be used as a resource by staff and elected officials to guide future decision making and resource allocation, including potential investment into existing and new facilities. It is important to recognize that the Needs Assessment is not a “binding” document – many of the priorities and amenity strategies identified in Section 7 will require further exploration and the District will also need to remain flexible as opportunities arise.

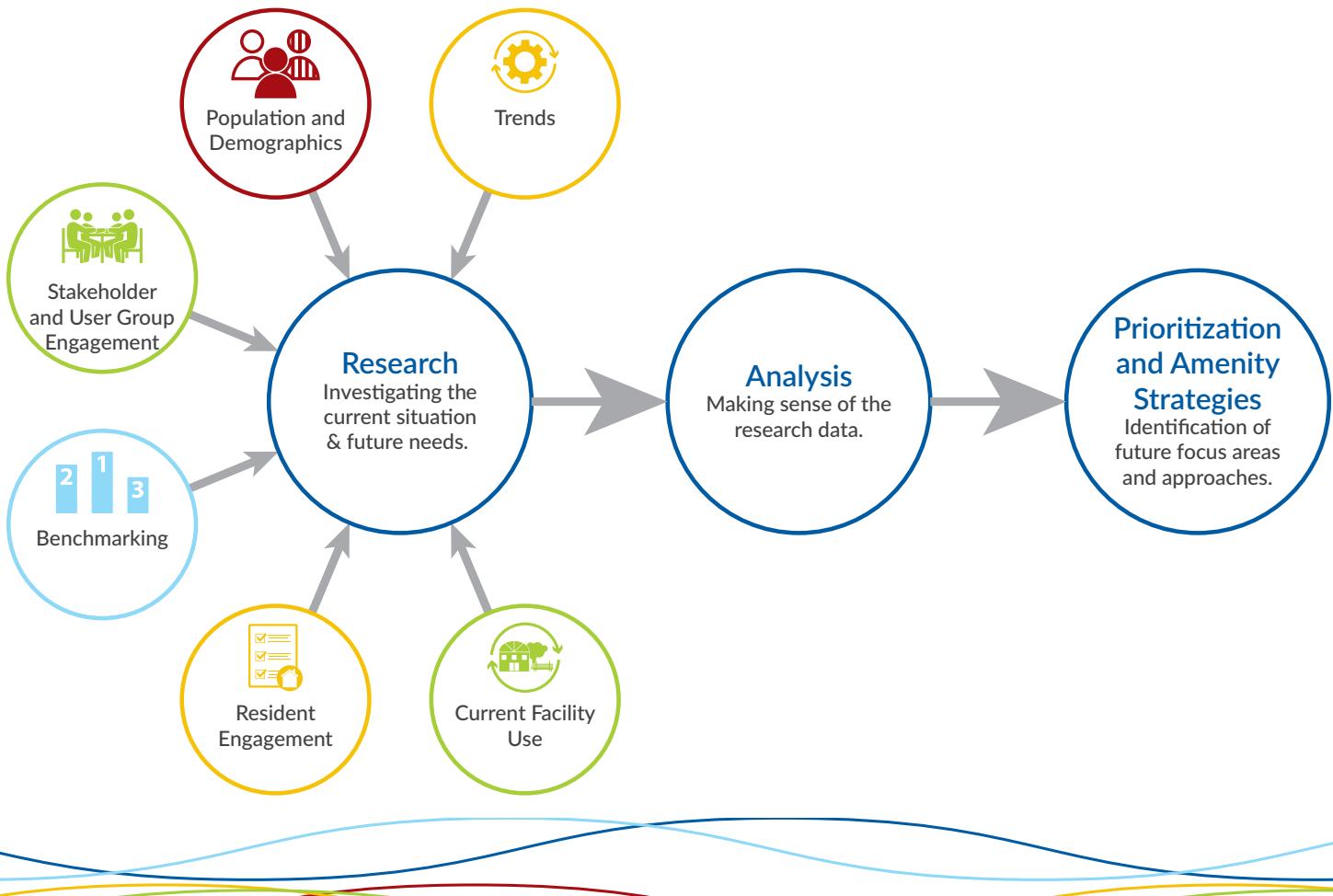
The Needs Assessment will also need to work in synergy with other important planning documents that guide various strategic initiatives and service areas within the District. Key documents that were reviewed and considered in the development of the Needs Assessment included:

- Official Community Plan 2018 – 2030 (2018)
- Council Strategic Plan (2022)
- Economic Development and Tourism Strategy 2022 – 2027 (2022)
- Mobility Master Plan (2021)
- Parks and Recreation Master Plan (2018)
- Integrated Community Sustainability Plan (2014)
- Integrated Asset Management Plan (2010)



# 1.2. How was the Needs Assessment developed?

The following graphic illustrates the process used to develop this Needs Assessment. The study was initiated in the spring of 2022 and completed in early 2023.



## Community Input into the Needs Assessment



614 household questionnaires completed



14 stakeholder discussion sessions



34 user groups community group questionnaires completed



Feedback provided at “pop up” events



# 2

## Community Profile

### 2.1. Population and Growth

Lake Country has experienced significant levels of population growth over the past two decades, adding over 4,000 new residents since 2011. While the Okanagan as a region has experienced higher levels of growth than overall provincial averages, the rate of growth in Lake County has been even more accelerated than most other jurisdictions within the region.

**Table 1: Population Growth Overview**

Census Year <sup>1</sup>	Population	5 Year Growth Rate	Median Age
2021	15,817	22.4%	44.0
2016	12,922	10.4%	44.7
2011	11,708	21.9%	43.1
2006	9,606	3.7%	43.2

As per the table below, the proportion of older adults in Lake Country has increased over the past 10 – 15 years with the proportion of children and youth remaining fairly stable. While these two age cohorts appear to be the primary drivers of population growth, it is important to recognize that there has still been a net population add across all age cohorts (e.g. while the proportion of 30 - 64 years olds as a percentage of the total population is slightly less now than in the past, there has still been a net add of +2,875 residents within this age cohort).

**Table 2: Overview of Key Age Cohorts**

Census Year <sup>2</sup>	0 - 14 Years	15 - 30 Years	30 - 64 Years	65 Years and Older
2021	16%	15%	50%	19%
2016	16%	16%	52%	17%
2011	16%	18%	52%	14%
2006	17%	17%	53%	13%

Noted below are additional key population and demographics characteristics of Lake Country.<sup>3</sup>

- The annual median household income in Lake Country is \$105,052. This figure is considerably higher than Kelowna (\$85,790) and Vernon (\$73,002).
- The unemployment rate in Lake Country is 8.7% which is generally consistent with other communities in the region. However, a higher proportion of Lake Country residents (69.0%) are actively in the work force compared to Kelowna (67.0%) and Vernon (59.9%).
- 5.3% of Lake Country residents are visible minorities. This figure is consistent with Vernon (6.1%) and considerably lower than Kelowna (10.5%).
- As would be expected based on the nature of the housing stock, Lake Country has a lower proportion of renters (22.7%) compared to Kelowna (32.9%) and Vernon (31.6%).



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<sup>2</sup> Statistics Canada, Census of the Population

<sup>3</sup> Data from Esri Business Analyst

## 2.2. The Potential Impacts of Growth

The District's Official Community Plan (OCP) includes growth forecasts that were developed in 2016, which project a 2036 population between 17,404 residents (low scenario) and 23,796 residents (high scenario). The 2021 Census data reflects that these projections are tracking closest to the high scenario.

Predicting how population growth may impact future demand for sport and recreation opportunities within a specific jurisdiction can be challenging to ascertain for a number of reasons, including:

- Activity trends and preferences are continually evolving;
- Participation is often dispersed across a broader region and occurs both in structured and unstructured modes;
- The regional supply of sport and recreation infrastructure will have some impact on participation levels and location of activity, which one jurisdiction cannot significantly influence (e.g. the District can stay up to date and may be engaged as a stakeholder, but is unlikely to influence what other municipalities and the private sector undertake for sport and recreation facility development across the region); and
- Unforeseen events such as climate emergencies and pandemics are hard to anticipate and can impact participation levels.

While the above noted factors create uncertainty and unpredictability, existing participation data points can be extrapolated to future population projections, therefore providing some level of insight into how growth may translate into sport and recreation facility and program needs. Table 3 (see following page) extrapolates data points from Statistics Canada (2016) and the Lake Country Resident Questionnaire (2022) to identify how future growth may translate into participation levels for selected sport and recreation activities. The far-right column in the table also includes a teams equivalent (for applicable group activities) that further reflects what growth could translate to for the number of teams that will need to be accommodated by sport and recreation infrastructure. However, it is important to reiterate that trends and activity demands ebb and flow over time and participation is likely to be dispersed across the region and not solely occur within the District's boundaries. Additionally, demands will be fulfilled by both public and private sector providers. These projections are simply intended to provide a high level point of reference.

**Table 3: Potential Impacts of Growth on Sport and Recreation Participation**

Activity	Participation Rate (Regular Activity Participation)	Source	Current # of Residents that Regularly Participate	Estimated Additional # of Regular Participants in 2036	Estimated Additional Number of Teams / Programs Required in 2036*
Overall Youth Participation in Sport (under the age of 15 years)	77%	Statistics Canada (2016)	1,555	+785	+52 (4 per year)
Overall Adult Participation in Sport (ages 15 and over)	27%	Statistics Canada (2016)	3,725	+1,864	+124 (10 per year)
Fitness Classes	37%	Lake Country Household Questionnaire (2022)	5,852	+2,952	N/A
Golfing	33%	Lake Country Household Questionnaire (2022)	5,220	+2,633	N/A
Field Sports	20%	Lake Country Household Questionnaire (2022)	3,163	+1,596	+106 (8 per year)
Pickleball	15%	Lake Country Household Questionnaire (2022)	2,373	+1,197	N/A
Gymnasium Sports	13%	Lake Country Household Questionnaire (2022)	2,056	+1,037	+69 (5 per year)
Ice Hockey (Organized)	13%	Lake Country Household Questionnaire (2022)	2,056	+1,037	+69 (5 per year)
Tennis	13%	Lake Country Household Questionnaire (2022)	2,056	+1,037	N/A

Activity	Participation Rate (Regular Activity Participation)	Source	Current # of Residents that Regularly Participate	Estimated Additional # of Regular Participants in 2036	Estimated Additional Number of Teams / Programs Required in 2036*
Ball	11%	Lake Country Household Questionnaire (2022)	1,740	+878	+59 (5 per year)
Ice Skating Programs	9%	Lake Country Household Questionnaire (2022)	1,424	+718	+48 (4 per year)
Curling	7%	Lake Country Household Questionnaire (2022)	1,107	+559	+37 (3 per year)
Martial Arts / Combatives	6%	Lake Country Household Questionnaire (2022)	949	+479	+32 (3 per year)
Racquetball / Squash	3%	Lake Country Household Questionnaire (2022)	475	+239	N/A
Lacrosse	1%	Lake Country Household Questionnaire (2022)	158	+80	+5 (0.5 per year)

\*Based on an assumption of 15 persons per team/program.

## Additional Regional Considerations

Lake Country is part of a broader sport and recreation ecosystem within the Central Okanagan region, bookended by two larger centres in Kelowna and Vernon. Growth in these urban centres is likely to impact the sport and recreation landscape in Lake Country in two contrasting ways:

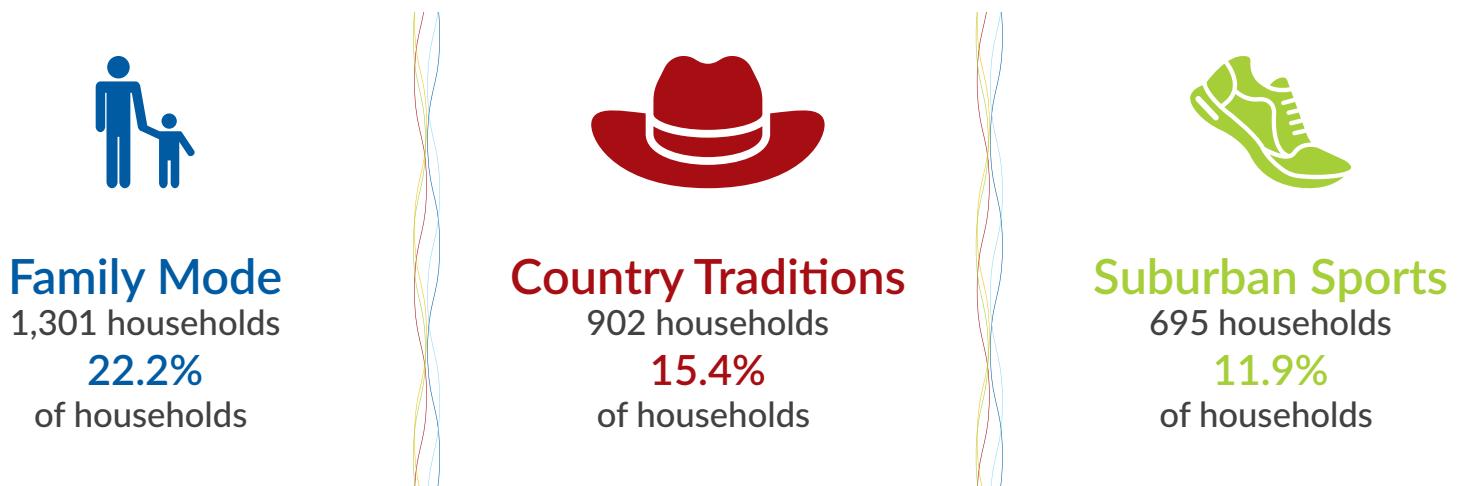
- Residents and user groups from these neighbouring urban centres may look outside of their immediate cities for facility and program opportunities based on capacity challenges.
- Both the City of Kelowna and City of Vernon are exploring new facility development projects, most notably large indoor aquatic facilities. While these projects are being conceived to primarily serve residents and groups within their jurisdictions (or funding areas), there will be a regional benefit and increased opportunities for Lake Country residents.

BCStats population estimates and projections for the Central Okanagan Regional District anticipate that the population will grow from 194,882 residents (Statistics Canada, 2021) to 312,687 residents by 2040.

## 2.3. Segmentation Profiles

Market demand for recreation services is strongly influenced by the lifestage of resident households as well as a variety of other demographic indicators and characteristics. The emergence of analytics tools and resources can help providers of many services and products (including recreation) better understand the dynamics of their community and how they translate into needs and wants for programming, facilities and events.

Envirronics Analytics PRIZM is a segmentation system that classifies Canada's neighbourhoods into 67 unique lifestyle types and incorporates data from over a dozen demographic, marketing, and media sources to analyze and understand consumers, customers, and markets. The adjacent graphic illustrates the three most prevalent PRIZM segments in Lake Country.



## Key Characteristics – “Family Mode” (22% of Lake Country Households)

- Duo income households that enjoy a suburban lifestyle and value “getting away” by taking vacations.
- Sports are central to lifestyle – high levels of participation in team sports and enjoy basing weekend activities around sports and recreation activities and destinations.
- Higher than average consumerism for sporting and leisure equipment (skiing, golfing, hockey, trailers and boat).
- Making an effort towards health is important – adults work out at fitness clubs and are keen to enroll kids in soccer, swimming and ice skating.
- Preference for consuming information and doing research through mobile devices and tablets.

## Key Characteristics – “Suburban Sports” (12% of Lake Country Households)

- One of the largest segments nationally consisting of working age adults with children.
- Children’s sport and recreation pursuits are drivers of overall household activities, often seeking activities that all household members can do (e.g. swimming and snowboarding).
- This segment has the means to enroll their kids in both core programming (minor sports) as well as additional / supplementary programming (e.g. sports camps).
- Adults enjoy fitness classes, golf, and bowling.
- This segment is passionate about professional sports.
- Similar to the “Family Mode” segment, preference for consuming information and doing research through mobile devices and tablets.

## Key Characteristics – “Country Traditions” (15% of Lake Country Households)

- One of the most affluent rural segments of the population, mostly middle aged and older couples.
- Enjoy pursuits such as gardening, boating and swimming.
- Place a high value on a country lifestyle, with strong local and national pride.
- Purchase and maintain recreation and leisure equipment such as ATV’s, power boats, campers, fishing, hunting and other gear needed to enjoy nearby lakes and woodlands.
- Strong consumers of sporting equipment for teenage children (as applicable).
- Enjoy travelling within Canada.
- Preference for consuming information using traditional print media (e.g. community newspapers).

# 3

## Facility Inventory and Utilization

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## 3.1. Current Recreation Facilities and Amenities in Lake Country

Tables 4 and 5 provide an overview of the current sport and recreation infrastructure in Lake Country.

**Table 4: Overview of Indoor Facility and Amenity Types in Lake Country**

Facility / Amenity Type	#	Locations
Indoor Ice Arenas	1	Winfield Arena
Curling Rinks	1 (4 sheets)	Winfield Curling Club
Gymnasiums	2	George Elliot Secondary H.S. Grenda Middle School <i>*Two other elementary schools in Lake Country have gymnasiums with minimal public access.</i>
Activity Spaces (municipally operated)	2	Multi-Generational Activity Centre (MAC) Beasley Community Centre
Community Halls (community operated)	3	Oyama Community Hall Okanagan Centre Community Hall Winfield Community Hall
Fitness Rooms	1	George Elliot Secondary School

**Table 5: Overview of Outdoor Facility and Amenity Types in Lake Country**

Facility / Amenity Type	#	Locations
Soccer Fields (District operated or joint use)	6	Beasley Park (2 full size, 4 medium size) <i>*3 additional non-District and joint use field sites exist: George Elliot Secondary (2 fields) and Reiswig (1 field)</i>
Informal Play Fields	3	Swalwell Park Okanagan Centre Park Apex Park <i>*3 additional non-District and joint use field sites exist: Peter Greer Elementary (1 field), Davidson Road Elementary (1 field), Oyama Elementary (1 field), Reiswig Regional Park (1 field), Kopje Regional Park (1 field)</i>
Softball Diamonds	4	Jack Seaton Park (2 full size diamonds) Nexus – Winfield Recreation Centre site (1 full size diamond) Swalwell Park (1 full size diamond) <i>*A diamond also exists adjacent to the Oyama Community Hall.</i>

Facility / Amenity Type	#	Locations
Tennis Courts	6	Woodsdale (4 dedicated courts) Coral Beach Park (1 tennis court, multi-use with pickleball) Benchlands Park (1 tennis court, multi-use with pickleball)
Pickleball Courts	11*	Benchlands Park (3 dedicated courts, 6 multi-use courts shared with tennis) Coral Beach Park (1 multi-use court shared with tennis) Dewar Park (1 dedicated court) Shoreline Park (multi-use court with 2 courts drawn for pickleball)*
Padel Courts	3	Jack Seaton Park (3 courts)
Sand Volleyball Courts	2	Beasley Park (2 courts)
Outdoor Basketball Courts	1	Appex Park (half court) <i>*Outdoor basketball courts also available at school sites across the District.</i>
Multi-Use Courts	2	Shoreline Park (basketball, hockey, pickleball) Benchlands Park (basketball, hockey)
Skate Parks	1	Swalwell Park
Splash Parks	1	Swalwell Park
Running Track	1	George Elliot Secondary *Not operated by the District or under joint use.

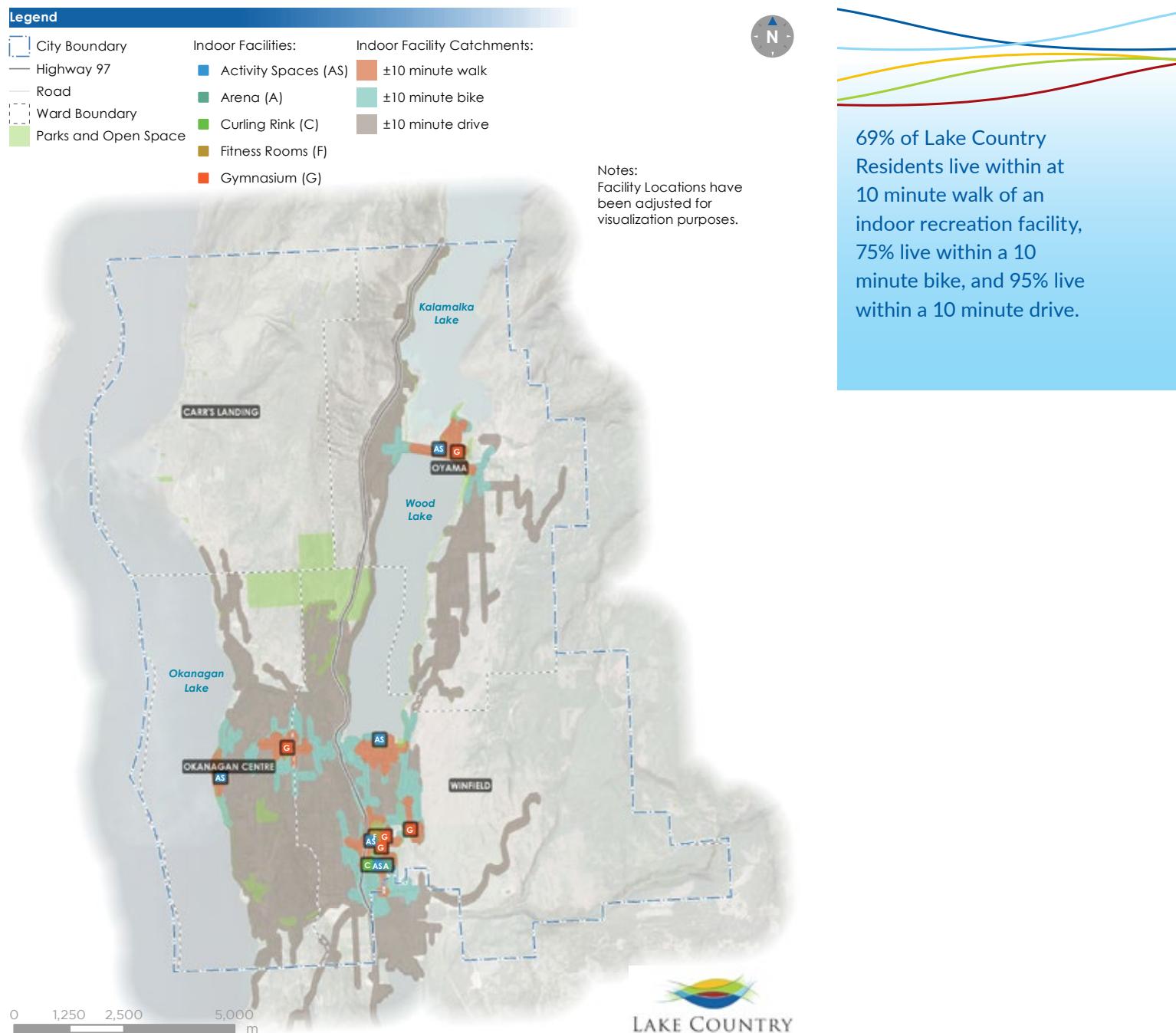
\*Shoreline Park pickleball courts are not included with the count because they are not designated for designated racquet sport use.



## 3.2. Spatial Characteristics of the Indoor Sport and Recreation Facility Inventory

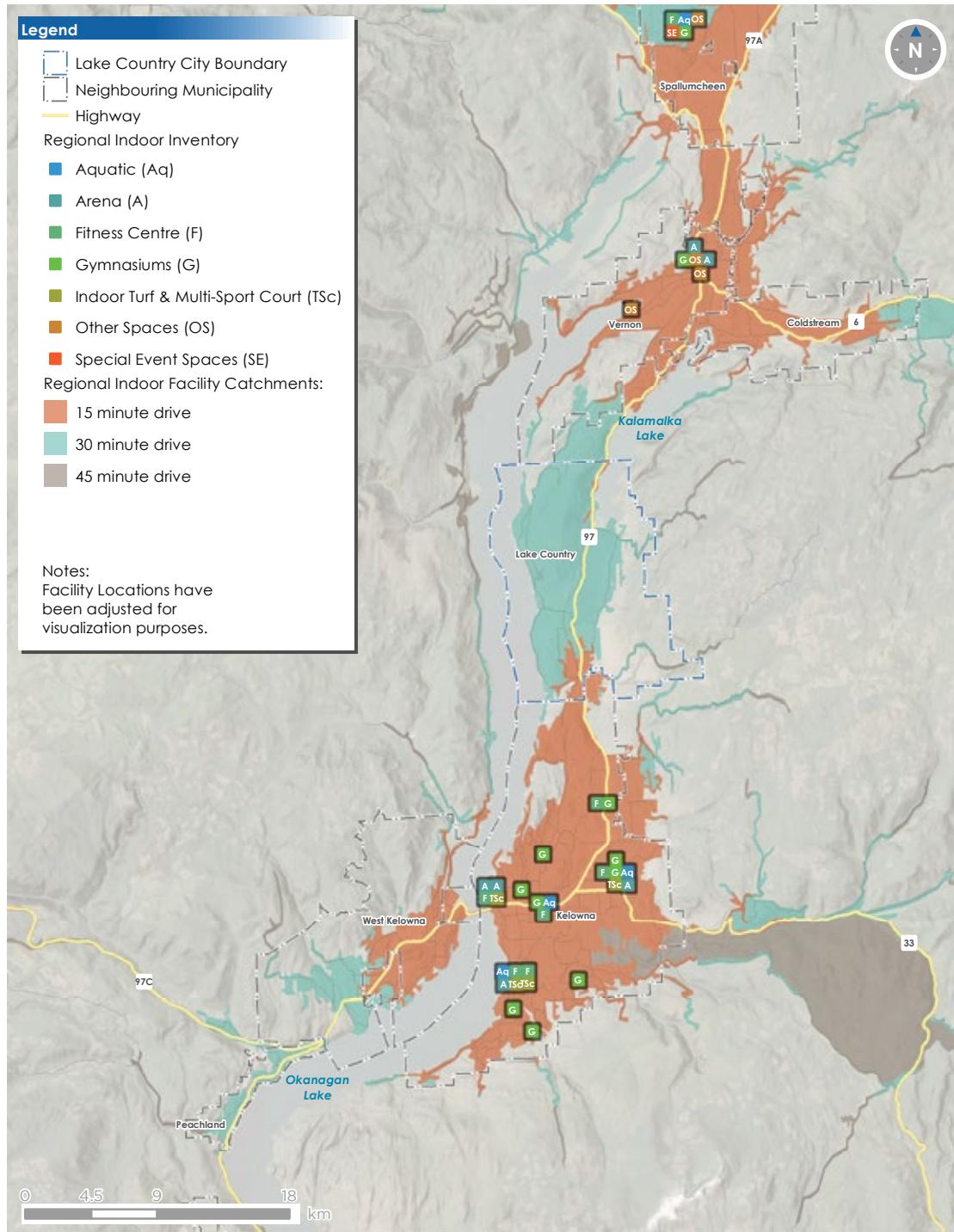
The following map reflects the key spatial and service level characteristics of the indoor facility inventory in Lake Country.

### Vehicular Transportation Catchments – Selected Indoor Facilities



Lake Country is within a 30-minute drive of both Kelowna and Vernon B.C. It is reasonable to expect that residents of Lake Country visit either community or both communities to participate in recreation. The following map reflects vehicular transportation catchments for select key regional indoor recreation facilities.

## Vehicular Transportation Catchments for Selected Regional Indoor Recreation Facilities



### 3.3. Spatial Characteristics of the Outdoor Sport and Recreation Facility Inventory

The following map reflects the key spatial and service level characteristics of the outdoor facility inventory in Lake Country.

#### Vehicular Transportation Catchments – Selected Outdoor Facilities

##### Legend

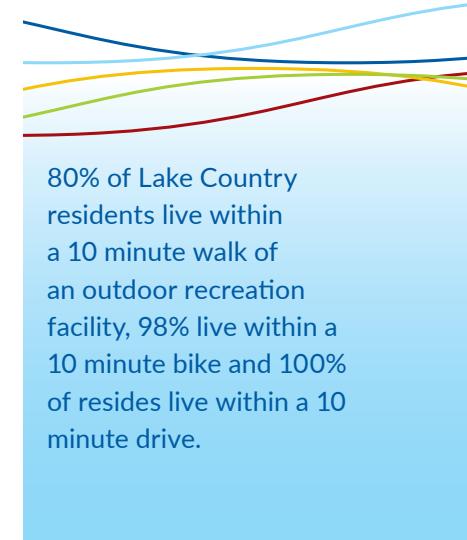
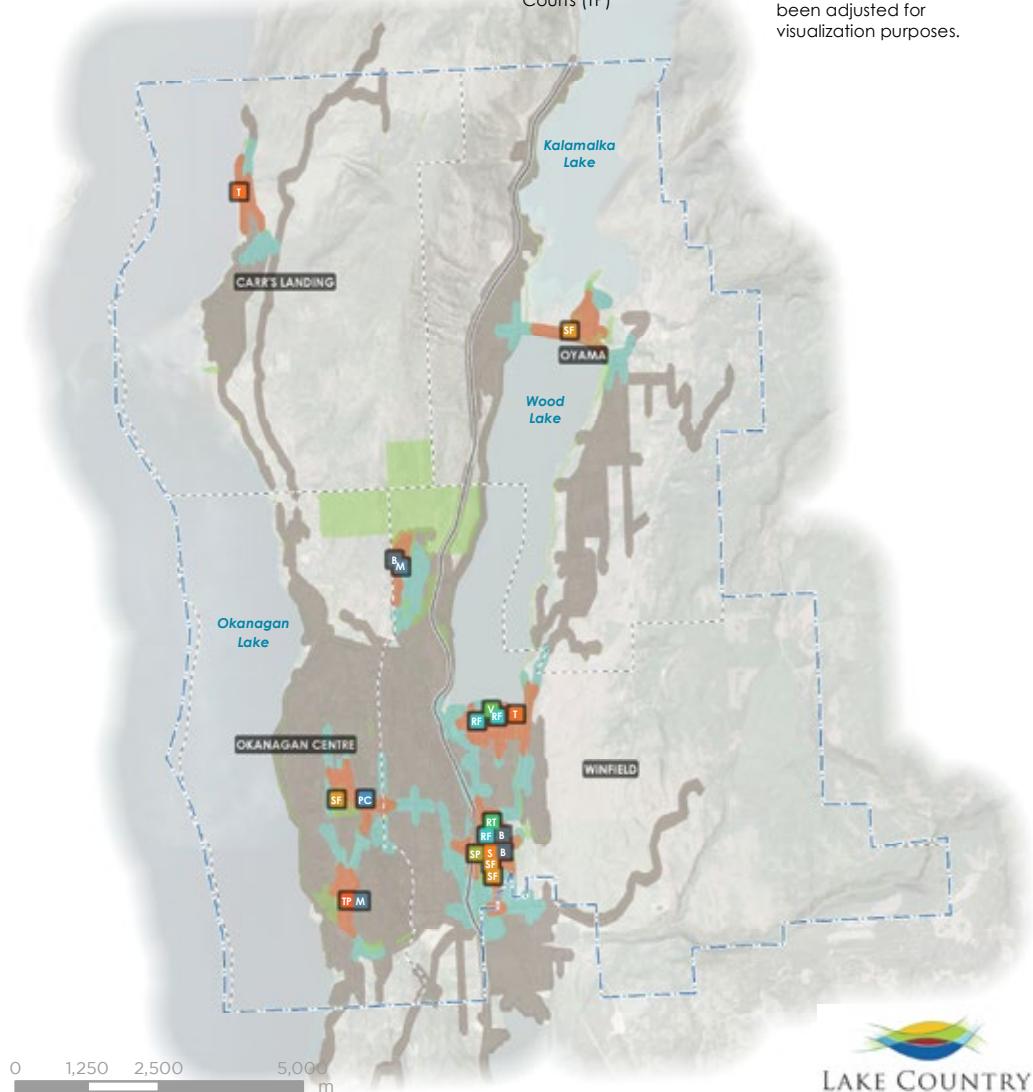
- City Boundary
- Highway 97
- Road
- Ward Boundary
- Parks and Open Space

- Outdoor Facilities:
  - Basketball Courts (B)
  - Multi-sport Court (M)
  - Padel Court (PC)
  - Rectangular Fields (RF)
  - Running Track (RT)

- Sand Volleyball Courts (V)
  - Skate Park (SP)
  - Softball Fields (SF)
  - Splash Park (S)
  - Tennis Courts (T)
  - Tennis Courts/ Pickleball Courts (TP)

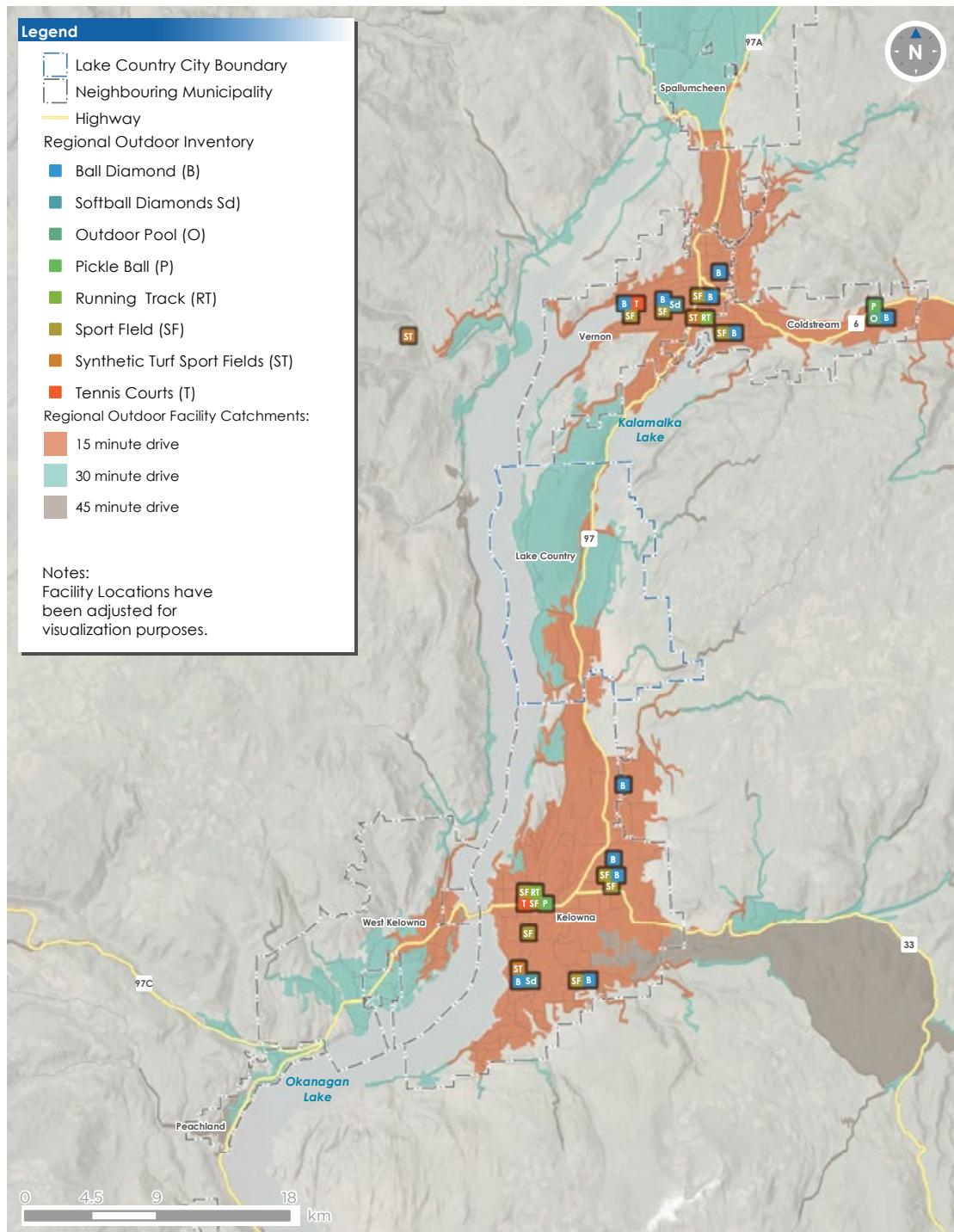
- Outdoor Facility Catchments:
  - ±10 minute walk
  - ±10 minute bike
  - ±10 minute drive

Notes:  
Facility Locations have been adjusted for visualization purposes.



The following maps reflects vehicular transportation catchments for select key regional outdoor recreation facilities; this includes sites with 3 or more diamonds, courts or sport fields, synthetic turf field locations, and outdoor pools.

## Vehicular Transportation Catchments for Selected Regional Outdoor Recreation Facilities



## 3.4. Utilization of Key Facilities

Provided as follows is analysis of utilization data for selected key bookable facility types – arena ice, sports fields, and ball diamonds. The disruptions caused by the COVID-19 pandemic are important to consider in the context of this data analysis and required different years to be used for the analysis of the different facility types.

### Indoor Arena Ice

Analysis of arena bookings was conducted for the most recently completed ice season (2022). The data analysis is based on the three different arena scheduling periods:

- Primary Ice Season (September – March)
- Spring Ice Season (April – June)
- Summer Ice Season (July and August)

Table 6 provides an overview of the capacity (hours available) for each of the three ice seasons. These capacities were calculated using the bookings schedules provided.

**Table 6: Ice Arena Capacity (Hours Available in Each Season)**

Ice Season	# of Weeks/ Time Period	# of Hours Available/ Week	# of Hours Prime Available/ Week*	# of Hours Available Total	# of Prime Hours Available Total*
Primary Ice Season (September – March)	31	128	77	3,960	2,372
Spring Ice Season (April – June)	13	108	57	1,401	735
Summer Ice Season (July – August)	8	68	18	544	144
<b>Total</b>	<b>52</b>	<b>304</b>	<b>151</b>	<b>5,905</b>	<b>3,250</b>

\*Prime refers to weekday late afternoons/evenings and weekends.

The adjacent table and graph summarizes utilization of available capacity during the **Primary Ice Season**. As reflected in the table, the majority of available ice capacity is utilized. Minor sports groups are the main user of ice, especially during prime hours. The second largest overall user of ice are hockey academy programs, however these users consumer exclusively non-prime (daytime) ice.

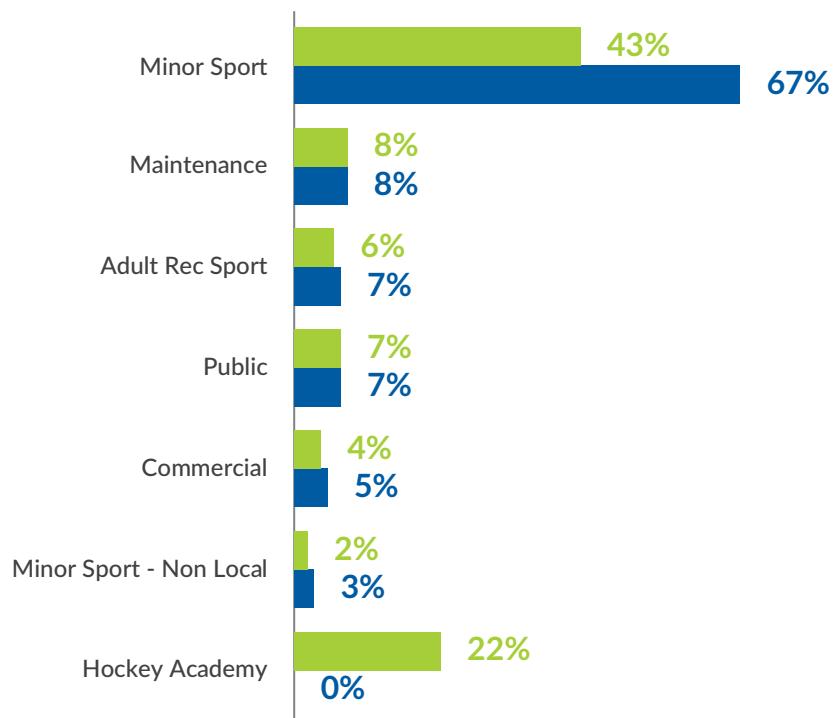
**Table 7: Primary Ice Season Utilization**

September - March	Prime	Non-Prime	Total
Hours Booked	2,317	1,302	3,619
Capacity	2,372	1,589	3,960
% Booked of Capacity	98%	82%	91%

### Ice Arena Utilization by Activity Type

(Primary Ice Season)

■ % of Total Capacity Booked ■ % of Prime Capacity Booked



Looking at the Spring Ice Season, available ice is similarly used to near available capacity. Similar to the primary ice season, minor sports consume the majority of available ice followed by hockey academy programs. The academy programs do consume a fairly sizeable portion (20%) of prime ice during this season.

**Table 8: Spring Ice Season Utilization**

April - June	Prime	Non-Prime	Total
Hours Booked	715	618	1,333
Capacity	735	666	1,401
% Booked of Capacity	97%	93%	95%

### Ice Arena Utilization by Activity Type

(Spring Ice Season)

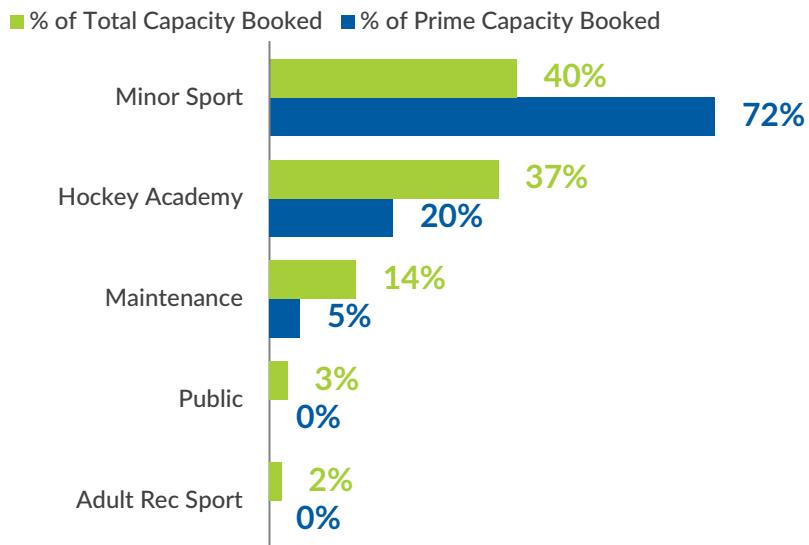


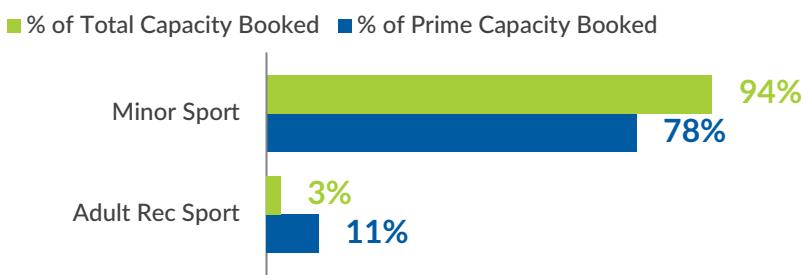
Table 9 and the adjacent graph provide an overview of how ice is utilized during the **Summer Ice Season** months. As these months typically have lower demand for arena ice, increased operating costs, and are often the best time of year to conduct repairs and maintenance, the capacity made available is significantly less than in other ice seasons. The limited available capacity is primarily consumed by minor sport.

**Table 9: Summer Ice Season Utilization**

July and August	Prime	Non-Prime	Total
Hours Booked	112	400	512
Capacity	144	400	544
% Booked of Capacity	78%	100%	94%

### **Ice Arena Utilization by Activity Type**

(Summer Ice Season)



Pre-2022 ice arena bookings data (2017 – 2021) was also reviewed. Noted below similarities and differences identified between the pre and post 2021 bookings data.

- Ice arena utilization has generally increased, largely as a result of academy programs consuming more non-prime (daytime) ice.
- As with most types of indoor sport and recreation infrastructure, the COVID-19 pandemic had a significant impact on ice arena utilization and bookings data.
- Minor sports utilization has remained relatively similar, continuing to represent the majority of arena bookings.

# Rectangular Sports Fields

The District of Lake Country limits natural surface sport field use to a maximum of 400 hours per year. This practice is aligned with best practice in sports turf management and helps ensure field surface quality and sustainability is maximized.

For the purposes of the sports fields analysis, the data has been divided into two time-series segments:

- 2017 – 2019 (pre-pandemic)
- 2022 (post-pandemic)

## 2017 – 2019 Sports Field Utilization Analysis

Table 10 reflects the average annual usage of rectangular and mini-fields booked through the District from 2017- 2019 at the Beasley Park site (the adjacent Reiswig field is booked through the regional district). Both regulation size fields at Beasley Park are lit for evening use.

**Table 10: Sports Field Utilization of Capacity Summary (2017 -2021)**

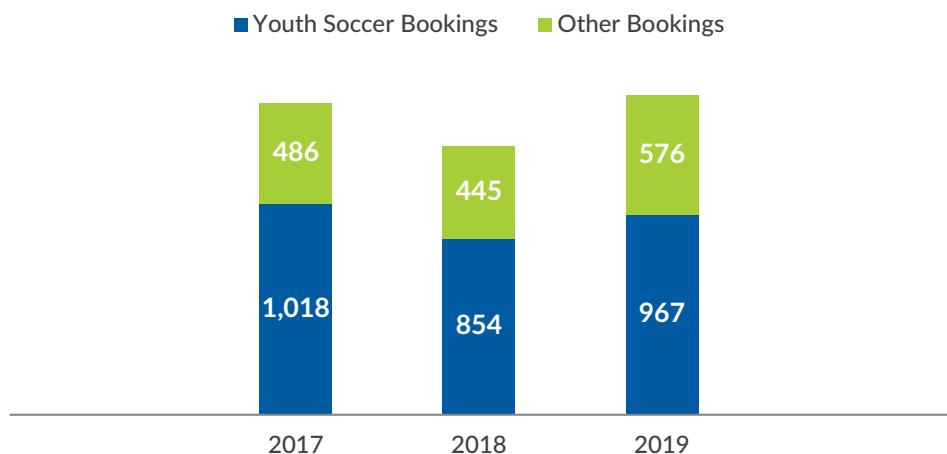
	Regulation Size Rectangular Fields	Mini - Rectangular Fields	Total Rectangular Fields
Average Booked Prime Hours 2017 - 2019	610	763	1,373
Average Booked Non-Prime Hours 2017 – 2019*	6	69	75
<b>Total Booked Hours</b>	<b>616</b>	<b>832</b>	<b>1,448</b>
Number of Fields	2	4	6
Capacity: Hours Available 2017 – 2019**	800	1,600	2,400
<b>% of Average Available Hours Booked 2017 - 2019</b>	<b>77%</b>	<b>52%</b>	<b>60%</b>

\*Prime hours are considered 4:30pm to 10:30pm on weekdays and 8:00am to 10:30pm on weekends.

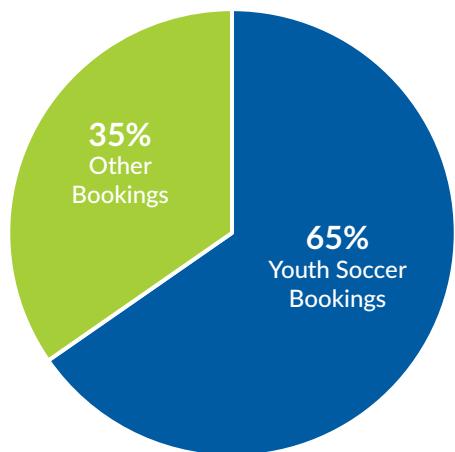
\*\*Capacity assumption is based on 400 hours per field per year.

As illustrated by the adjacent graphs, hours booked were fairly consistent with some moderate year to year fluctuations.

### Hours Booked at Rectangular Fields



### Rectangular Field Booking Types (Average 2017 - 2019)



## 2022 Sports Field Utilization Summary

The booking information for 2022 is the first full season without public health restrictions since 2019. As per Table 11, utilization has returned to similar levels as prior to the pandemic.

**Table 11: Sports Field Utilization of Capacity**

	Regulation Size Rectangular Fields	Mini - Rectangular Fields	Total Rectangular Fields
Prime Hours Booked	543	796	1,338
Non-Prime Hours Booked	68	198	266
<b>Total Hours Booked</b>	<b>611</b>	<b>998</b>	<b>1,604</b>
Number of Fields	2	4	6
Available Hours	800	1,600	2,400
<b>% of Capacity</b>	<b>76%</b>	<b>62%</b>	<b>67%</b>

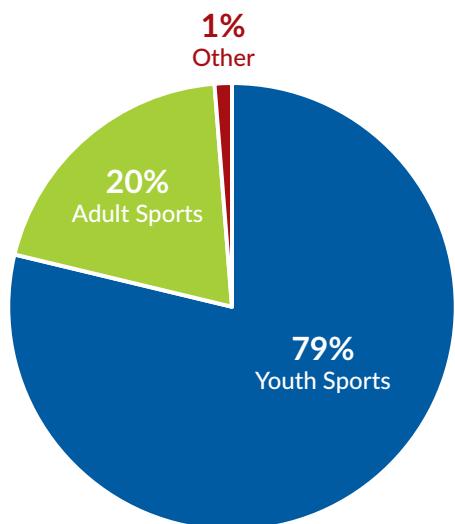
The adjacent graphic illustrates the distribution of bookings by type. Youth sports bookings continue to be the primary type of activity on the Beasley Park site.



### Beasley Field Distribution of Use

Beasley Field #1 has historically accommodated the highest intensity of use among the fields on the site – in some years exceeding the 400 hour capacity guideline. While this field remains highly used, the District has been able to more equitably distribute bookings across the regulation and mini-fields at the Beasley site in recent years.

**Rectangular Field Booking Types 2022**



# Ball Diamond

There are four ball diamonds in Lake Country; two are located at Jack Seaton Park, one is located at Swalwell Park and one behind the arena on the main recreation campus site. Similar to rectangular sports fields, the District limits ball diamond use to a maximum of 400 hours per year in order to preserve field quality and reduce major surface repair or replacement costs. Prime hours are considered 4:30pm to 10:30pm on weekdays and 8:00am to 10:30pm on weekends.

## 2017 – 2019 Ball Diamonds Utilization Analysis

In 2017 and 2018 three ball diamonds were used. Almost all bookings (99%) occurred during the prime hours. The diamonds at Jack Seaton Park were booked the most often.

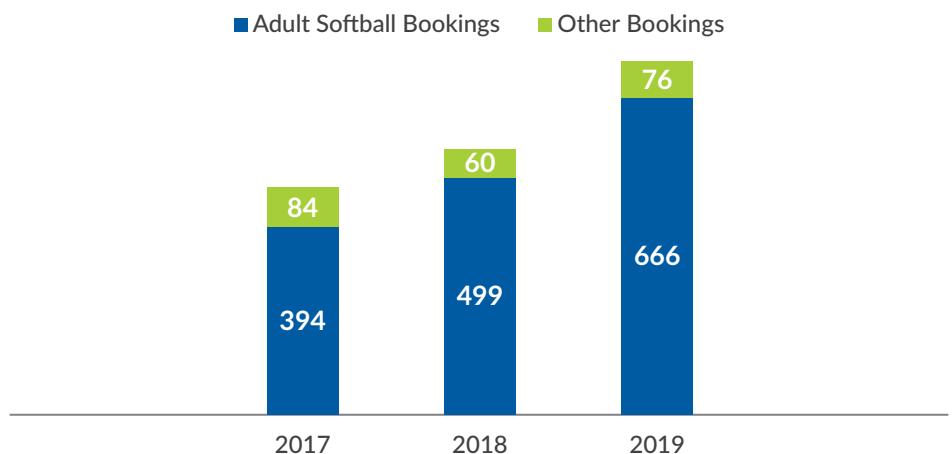
**Table 12: Ball Diamond Utilization of Capacity Summary (2017 -2021)**

	Ball Diamonds
Average Booked Prime Hours 2017 – 2019	587
Average Booked Non-Prime Hours 2017 – 2019	5
<b>Total Hours Booked</b>	<b>592</b>
Average Number of Diamonds	4
Hours Available 2017 – 2019	1,600
<b>% of Average Available Hours Booked 2017 – 2019</b>	<b>37%</b>

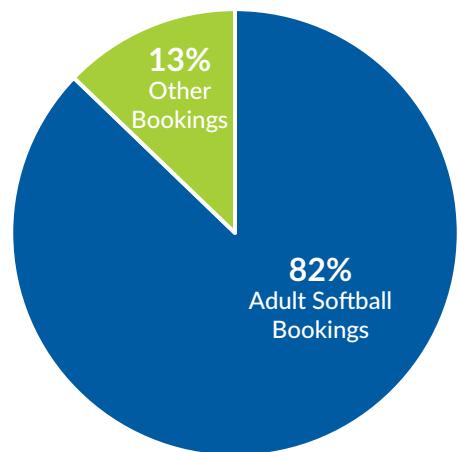


Adult Softball bookings made up the large majority of bookings at ball diamonds prior to the pandemic (87%). Ball diamonds bookings were also on the rise from 2017 to 2019 increase 36% over three years.

### Hours Booked at Ball Diamonds: 2017 - 2019



### Ball Diamond Booking Types (Average 2017 -2019)



## 2022 Ball Diamond Booking Analysis

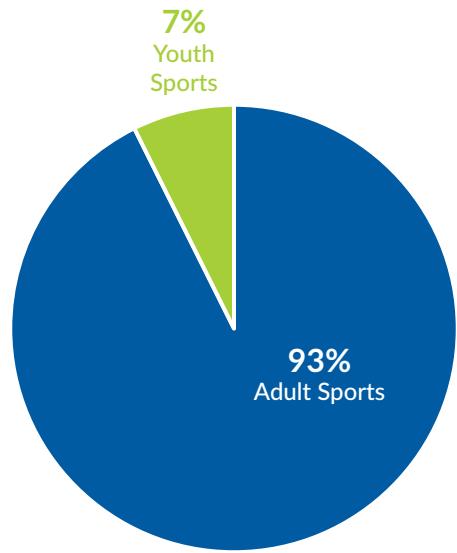
In 2022, ball diamond bookings have nearly returned to pre-pandemic booking levels and bookings continued to mainly occur during prime hours.

Adult softball bookings continue to make up the large majority of ball diamond bookings in 2022. The graph to the right illustrates that 93% of bookings were made by adult sport programs.

**Table 13: Ball Diamond Utilization of Capacity Summary (2017 -2021)**

Ball Diamonds	
Prime Hours Booked	580
Non-Prime Hours Booked	12
<b>Total Hours Booked</b>	<b>592</b>
Number of Diamonds	4
Available Hours	1,600
<b>% of Capacity</b>	<b>37%</b>

**Ball Diamond Bookings Types 2022**

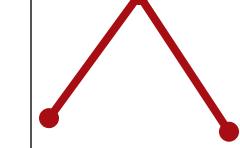
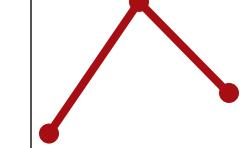


## 3.5. Programming Provided by the District

### Program Offerings

Lake Country offers programming at both indoor and outdoor locations with the majority of programming taking place at either Beasley Hall or at George Elliot Secondary School (approximately 86% of programming takes place at these locations). The table below shows the number of hours of programming provided at indoor and outdoor location in Lake Country annually. Prior to the pandemic the amount of programming offered indoors was steadily increasing. As reflected by the trend lines and consistent with the nature of providing recreation programming in all communities, demand and the ability to offer various types of programs ebb and flow on a year to year basis.

**Table 14: Hours of Programming**

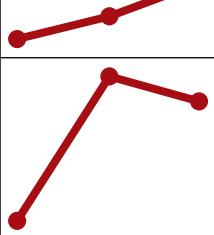
	2017	2018	2019	Trend Line
Programming at Beasley Hall	629.75	715.75	795.75	
Programming at GESS Community Gym	343	435.75	332	
Programming at GES School Gym	80	151	102	
Programming at GES Class Room	408	467.25	544	
Programming at the Padel Courts	8	4	4	
Programming at the Beach	120	110	110	

	2017	2018	2019	Trend Line
Programming at Swalwell Park	21			
Programming at Beasley Park	51.5	48	48	
Programming at Woodsdale Tennis Courts	54	45.5	34	
Total Hours of Programming	1,715	1,977	1,970	

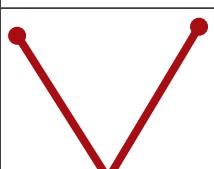
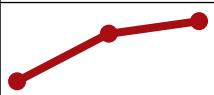


The following two tables reflect the total number of programs offered (Table 15) and the percentage of programs offered that actually occurred (Table 16). As reflected in Table 16, the District has been able to execute upon most programs offered. Reasons why programming is cancelled include lack of registrants and challenges with finding and retaining instructors.

**Table 15: Programs Offered Seasonally (2017-2019)**

	Programs Offered 2017	Programs Offered 2018	Programs Offered 2019	Trend Line
Spring Programs	55	54	59	
Summer Programs	40	40	46	
Fall Programs	53	59	69	
Winter Programs	41	54	52	

**Table 16: Percentage of Programming that Occurred (2017 – 2019)**

	% of Programs Offered that Ran 2017	% of Programs Offered that Ran 2018	% of Programs Offered that Ran 2019	Trend Line
Spring Programs	76%	80%	100%	
Summer Programs	83%	50%	85%	
Fall Programs	89%	92%	67%	
Winter Programs	73%	93%	100%	

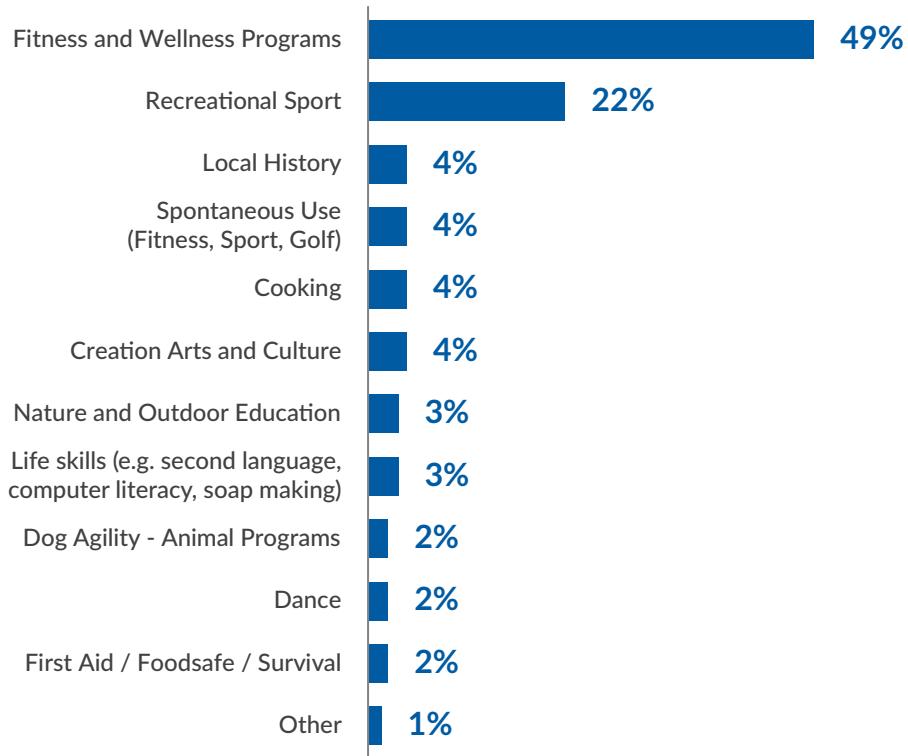
# Program Participation

The following table shows the number of adult participants in each program activity type from 2017 - 2021. The Adult Program Participation by Activity Type chart illustrates the average percentage of total annual participation that each activity type from 2017 - 2021. Fitness and wellness programs make up an average of 49% of all program participation. Recreational sport makes up the second highest percentage of total participation with 22% of total participation. As reflected by the trend line, the COVID-19 had a significant impact on participation with 2022 data indicating a return towards pre-pandemic levels.

## Take 17: Adult Programming Participation by Category

Category	2017	2018	2019	2020	2021	Trend Line
Dance	42	37	33	6	15	
Creation Arts and Culture	47	68	63	35	15	
Fitness and Wellness Programs	870	752	767	290	355	
Recreational Sport	189	225	251	257	207	
Life skills (e.g. second language, computer literacy, soap making)	34	54	55	27	22	
Nature and Outdoor Education	114	62	74	0	0	
Cooking	64	41	44	22	48	
Dog Agility - Animal Programs	50	33	17	8	24	
First Aid / Foodsafe / Survival	22	70	40	0	0	
Local History	29	123	53	12	48	
Other	0	19	22	6	29	
Spontaneous Use (Fitness, Sport, Golf)	40	55	109	0	47	
<b>Total Participants:</b>	<b>1,501</b>	<b>1,539</b>	<b>1,528</b>	<b>663</b>	<b>810</b>	

## Adult Program Participation by Activity Type

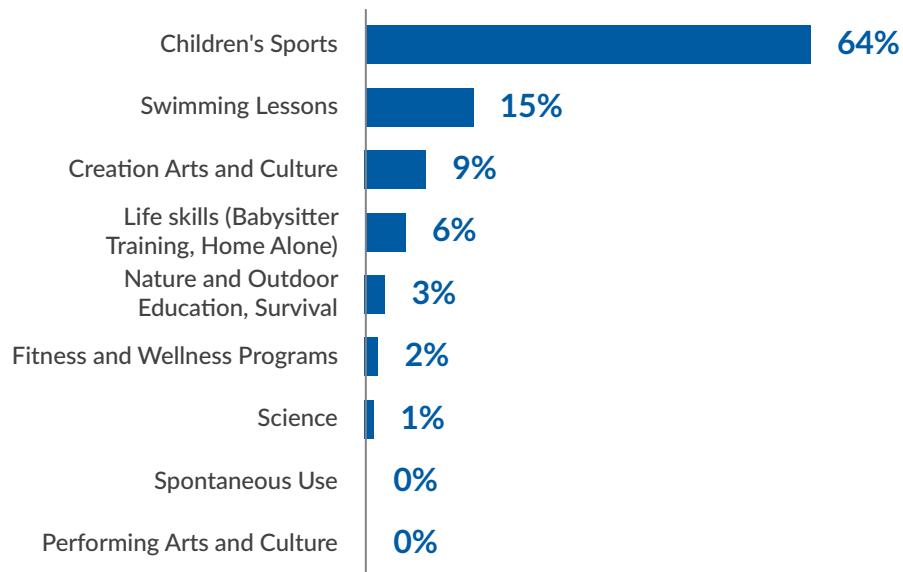


The next table shows the number children and youth participants in each program activity type from 2017 – 2021 and the Children's Youth Participation by Activity Type chart illustrates the average percentage of annual participation each activity type accounts for. Children's sports accounts for the majority of children and youth program participation annually on average. In 2021, children's sports accounted for 79% of participation that year.

**Table 18: Children and Youth Programming Participation by Category**

Category	2017	2018	2019	2020	2021	Trend Line
Performing Arts and Culture	0	0	0	0	0	
Creation Arts and Culture	12	85	68	73	57	
Fitness and Wellness Programs	0	29	15	5	26	
Children's Sports	359	374	349	341	1,163	
Life skills (Babysitter Training, Home Alone)	29	21	39	52	58	
Nature and Outdoor Education, Survival	19	46	26	0	0	
Swimming Lessons	89	107	105	106	120	
Science	0	22	0	0	41	
Spontaneous Use	0	0	0	0	0	
<b>Total Participants:</b>	<b>508</b>	<b>684</b>	<b>602</b>	<b>577</b>	<b>1,465</b>	

**Children's/ Youth Program Participation by Activity Type**



# 4

# Community Engagement

## 4.1. Overview

Engaging with residents, user groups, and stakeholders was critical to understanding the state of sport and recreation in Lake Country as well as future needs and opportunities. Recognizing that diverse viewpoints and perspectives exist, an engagement plan was developed that focused on utilizing different methods to engage with the community. The following table summarizes the engagement methods and levels of participation / responses.

**Table 19: Engagement Overview**

Engagement Method	Participation / Responses
 Household Questionnaire (statistically representative sample)	442 responses <small>*Margin of error of +/- 4.6%</small>
 Household Questionnaire (open sample)	172 responses
 Stakeholder Discussions	14 sessions
 Community Group Questionnaire	34 responding groups

In addition to the above noted methods, pop-up events were convened throughout the summer of 2022 and hosted by District staff and members of the Parks and Recreation Advisory Committee. These pop-ups provided an opportunity for casual conversation and to promote the various engagement activities.

## 4.2. Household Questionnaire Findings

### Overview

The Household Questionnaire was fielded to gather resident insights on sport and recreation needs, satisfaction levels, factors that influence facility use and participation and well as future priorities. To provide an unbiased data sample, a coded methodology was used. Postcards with a unique access code and instructions on how to complete the questionnaire were sent to households in the District. While the online version of the questionnaire was the primary completion method for most, a paper copy option was also provided. In total, 442 coded questionnaires were completed which provides a margin of error of +/- 4.6%.<sup>1</sup>

**Sports and Recreation Needs Assessment Household Survey**

The District of Lake Country is completing a Sports and Recreation Needs Assessment. The Needs Assessment will inform the District as it makes decisions about sports and recreation provision including programs, services, and facilities.

Your input is important in the completion of the Sports and Recreation Needs Assessment. Understanding the perspective and needs of Lake Country residents is critical.

Complete the survey by August 15, 2022 and be entered for a prize draw.

See back for details

facebook.com/lakecountry.gov/photos

LAKE COUNTRY  
Life. The Okanagan Way.

**Sports and Recreation Needs Assessment Household Survey**

For Non-Lake Country Residents: Lake Country Resident

Complete the survey by August 15, 2022 and enter the unique Access Code below to complete the survey.

XXXXXXXXXXXX

Please note, this access code is unique to your household and can only be used once.

If you prefer to complete a paper copy, please pick one up at Lake Country Municipal Hall, 10150 Bottom Wood Lake Road.

**Households that complete the survey will be entered into a draw.**

Grand Prize: A \$400 Source for Sports Gift Card  
Runners Up: One of three \$200 District of Lake Country Recreation Program/Facility Rental Credits  
Total: \$1,000 value

A non-coded version of the questionnaire was available for residents that lost their postcard or wished to have multiple household members complete the survey. 172 responses were provided to the non-coded version.

1

The margin of error indicates that if the survey was fielded again using the same methodology, the results would be within +/- 4.6% 19 times out of 20.

# Questionnaire Findings

The following questionnaire findings reflect those from the coded version of the questionnaire. However, notable differences and similarities between the coded and non-coded samples are identified where pertinent in **yellow** call-out boxes.

## Household Activities

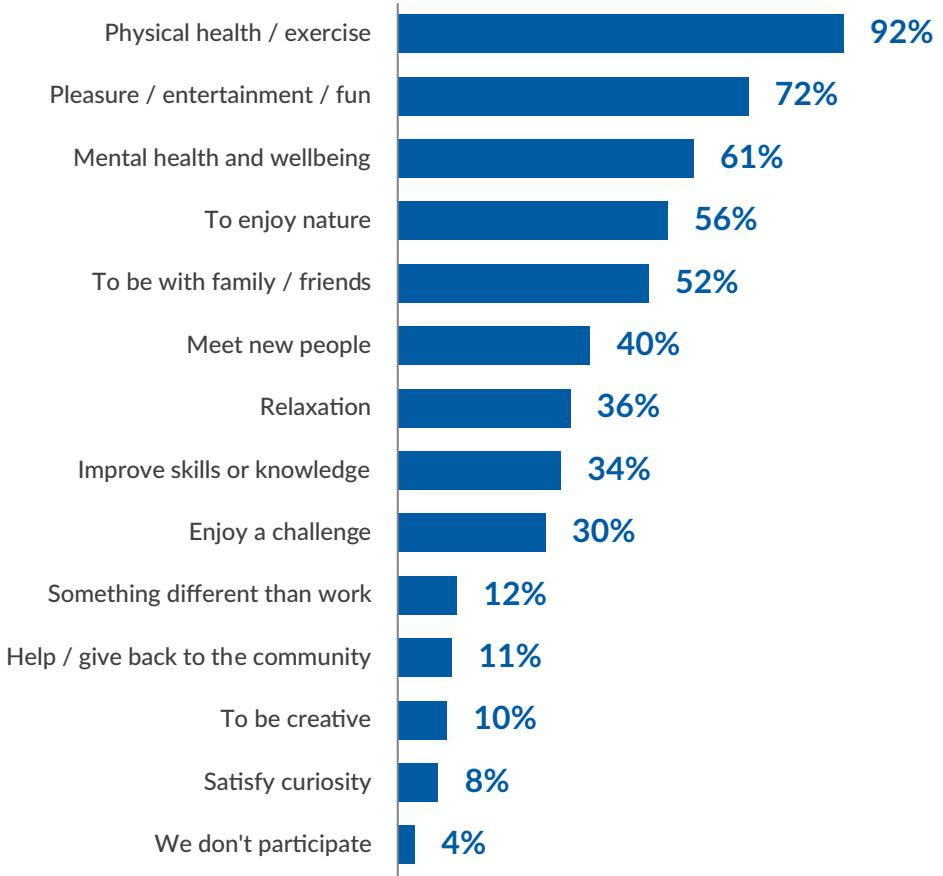
To begin the questionnaire, respondents were asked to identify the main motivators of participation in sport and recreation. As reflected in the graph, numerous personal wellness and social factors influence participation.



## Additional Non-Coded Survey Insights

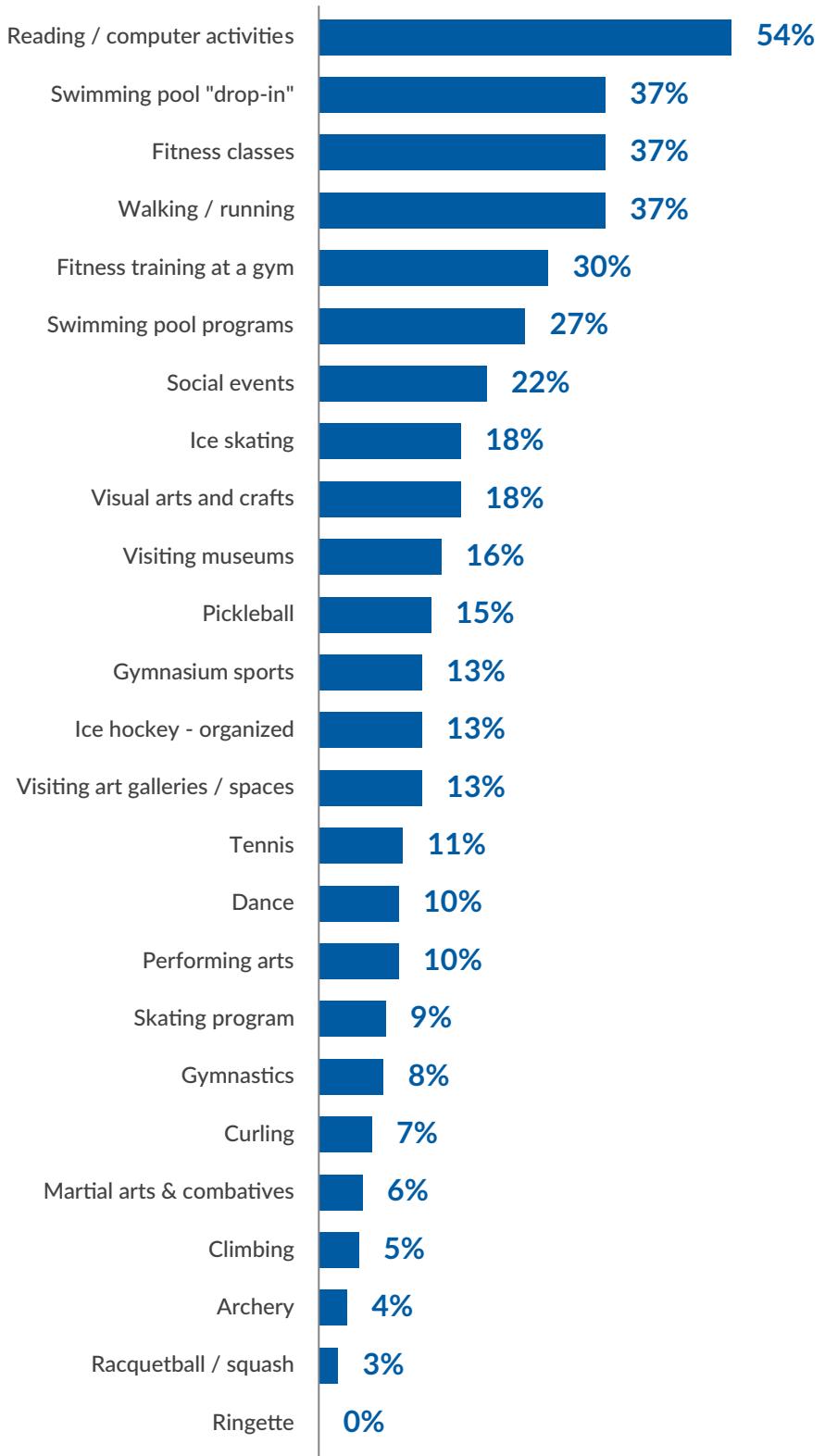
Non-coded survey respondents identified the same top 3 motivators for sport and recreation participation (physical health / exercise, pleasure / entertainment / fun, and mental health and wellbeing).

## Main Reasons to Participate in Sport and Recreation

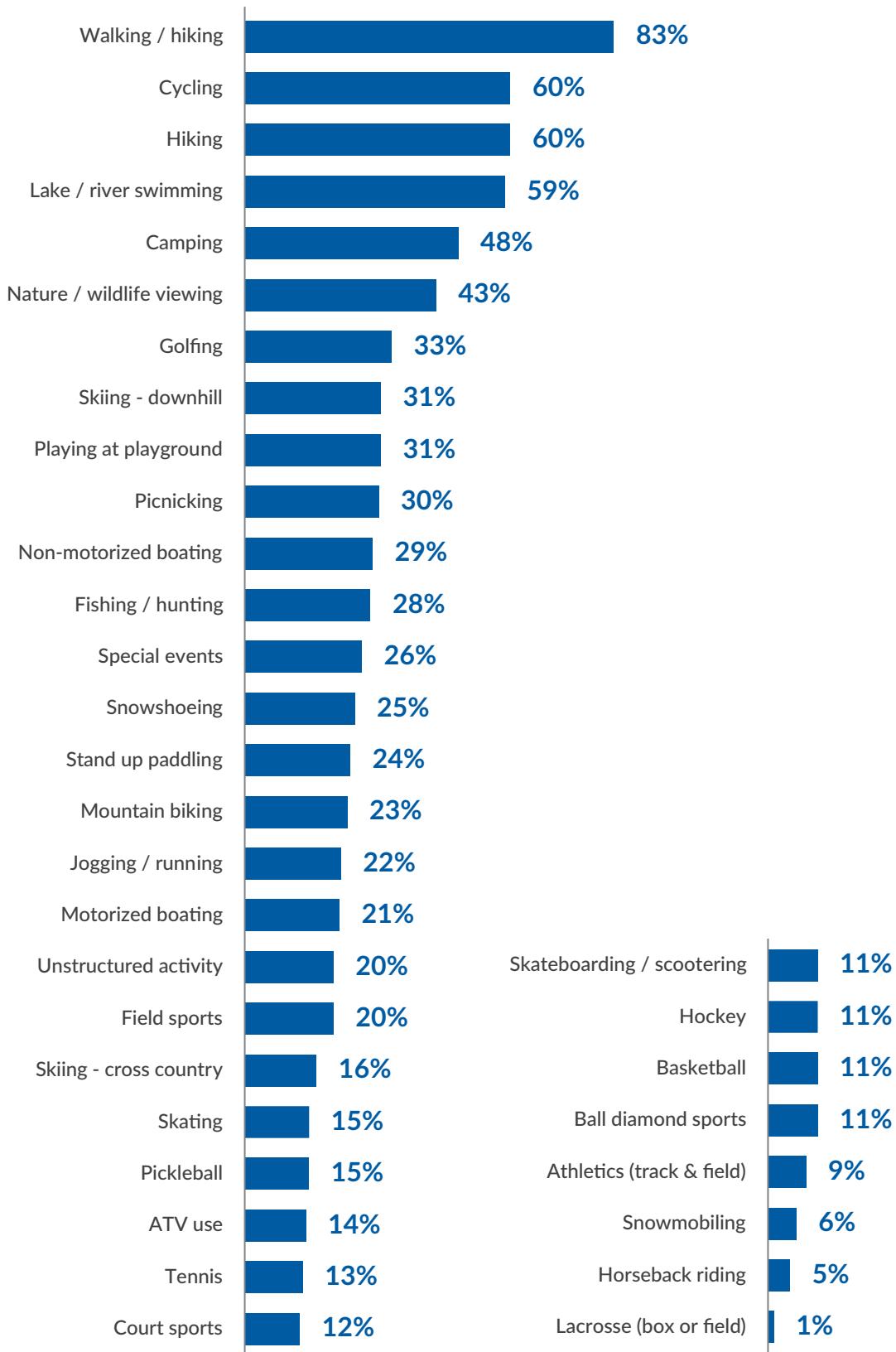


## Regular Household Activities - INDOOR

Next, respondents were asked to identify those indoor and outdoor activity pursuits that members of their household participate in on a regular basis – defined as at least twice per month. As illustrated by the graphs, respondents identified a diverse array of activities. Notably, these findings reflect the importance of both structured (program based) and unstructured (casual, drop-in and spontaneous) pursuits and preferences.



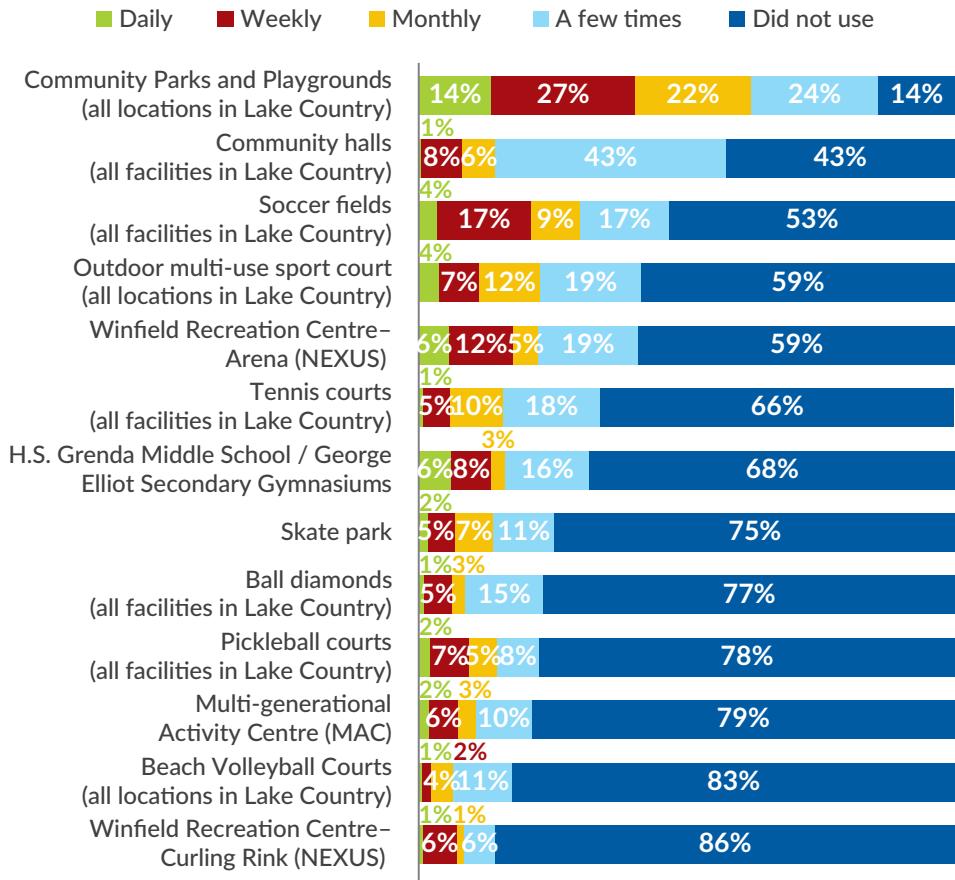
## Regular Household Activities - OUTDOOR



## Facility Utilization

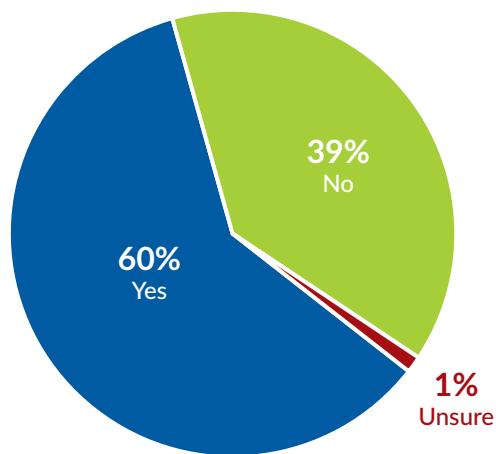
Lake Country residents utilize a variety of facilities with varying frequencies of utilization. As illustrated by the following graph, 7 types of facilities (community parks and playgrounds, community halls, soccer fields, outdoor multi-sport courts, the arena, tennis courts, school gymnasiums and the skate park) were used at least once in the previous year by more than one-quarter of resident households. The three facility types with the highest levels of weekly or daily use are community parks and playgrounds (40% use daily or weekly), soccer fields (21% use daily or weekly), the arena (18% use daily or weekly).

## Frequency of Use



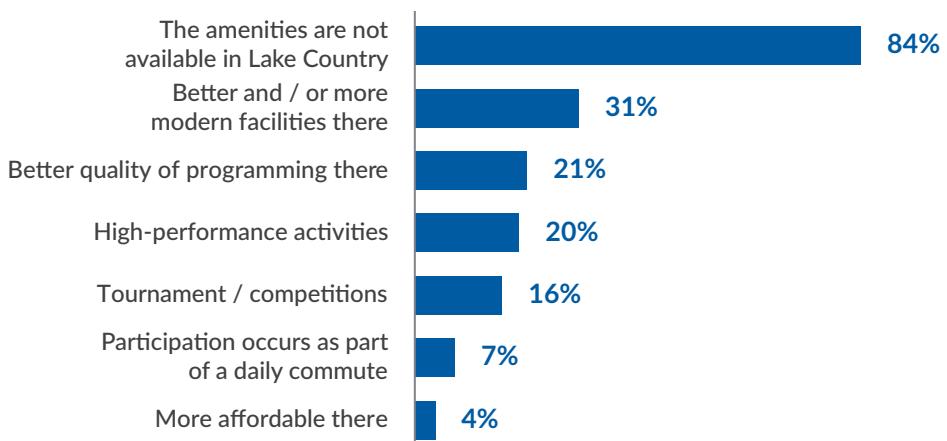
## Do Members of Your Household Participate in Sports and Recreation Activities in Vernon or Kelowna?

As illustrated by the adjacent graph, a relatively large proportion of Lake Country households participate in sport and recreation activities in neighbouring centres.



## Why Do Household Members Visit Vernon and Kelowna to Participate in Sports and Recreation?

Respondents that indicated that they participate in sports and recreation activities were then asked to identify why. As reflected in the adjacent graph, amenities not being available in Lake Country was the primary factor.



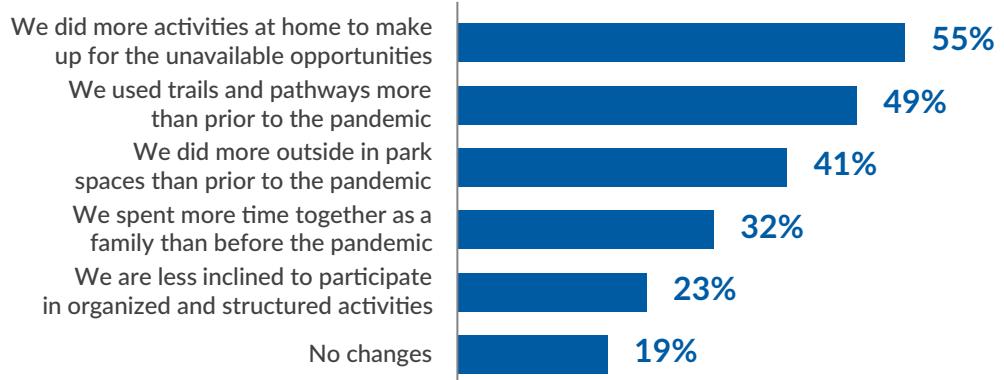
## Additional Non-Coded Survey Insights

Responses provided by the non-coded respondents mirrored the coded sample, with 84% indicating that they visit Vernon and Kelowna to participate in sports and recreation because the amenities are not available locally.

## Impacts of the Pandemic & Barriers to Participation

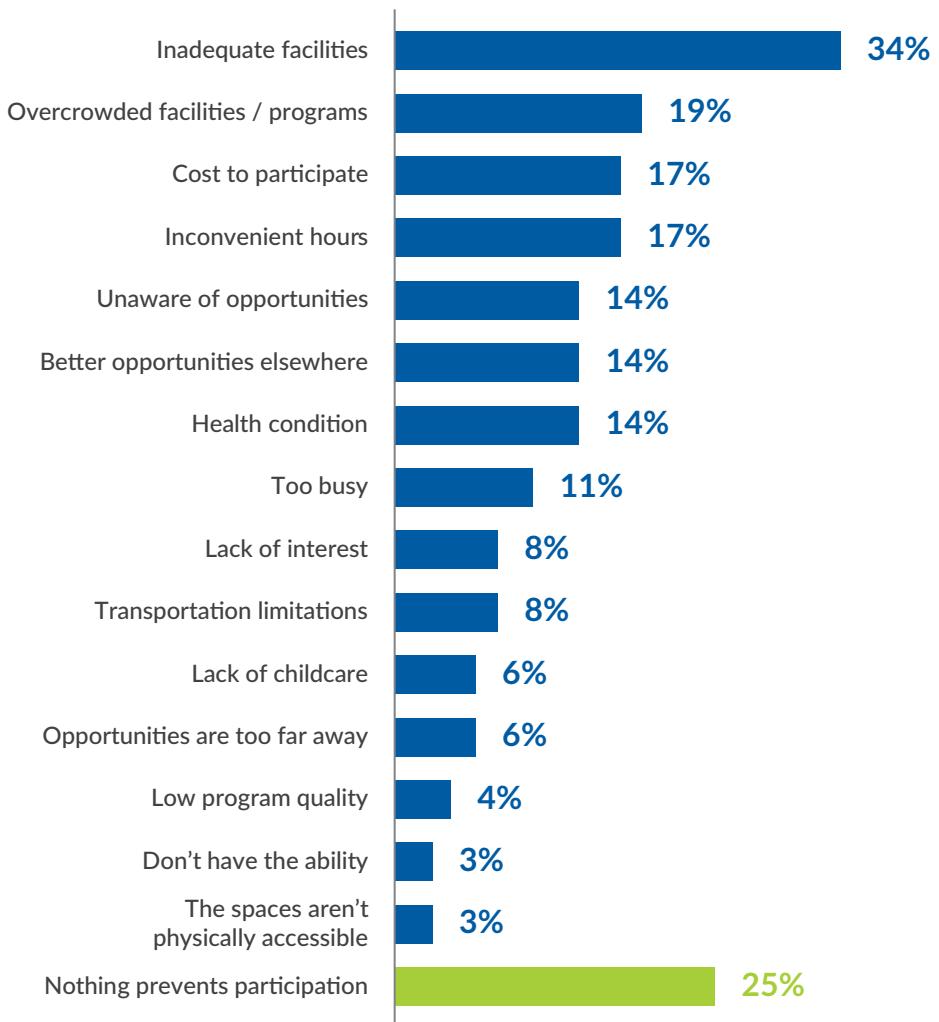
Respondents were asked how the COVID-19 pandemic altered their household's participation in sports and recreation. Over half of respondents indicated that they did more activities at home to compensate for facilities not being available. A large proportion of respondents also identified that their recreation activities shifted to outdoor spaces such as trails, pathways and parks.

## How Did the Pandemic Alter How Your Household Participated in Sports and Recreation?



## Barriers to Participation

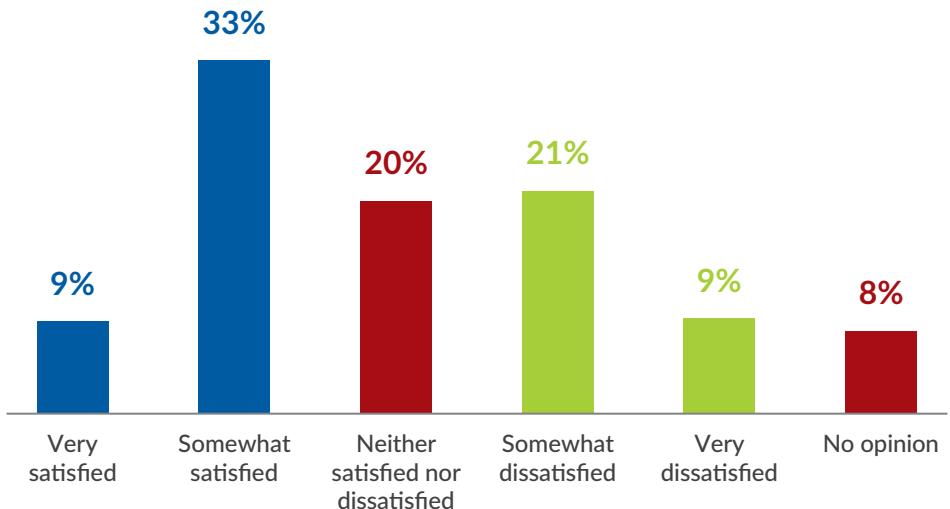
Next, respondents were asked more broadly about barriers to sport and recreation participation. In total, 75% of respondents identified that at least one barrier prevents members of their household from participating (25% indicated that no barriers prevent participation). Inadequate and overcrowded facilities / programs were identified as the top two barriers, followed by affordability (the cost to participate) and inconvenient hours.



## Satisfaction with Services

The next portion of the questionnaire gauged satisfaction levels with sport and recreation opportunities. As reflected by the graph, satisfaction levels are mixed with 42% identifying that they are very or somewhat satisfied and 30% indicated a level of dissatisfaction. A large proportion of respondents identified a neutral response (neither satisfied nor dissatisfied or no opinion).

## Satisfaction with Availability of Services

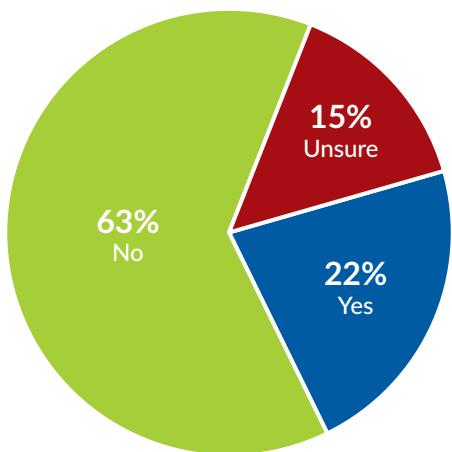


Nearly three-quarters of respondents do not believe that there are adequate sport and recreation facilities in Lake Country.

## Additional Non-Coded Survey Insights

A higher proportion (72%) of non-coded survey respondents do not believe that there are adequate sports and recreation facilities in Lake Country.

## Are There Adequate Sports and Recreation Facilities in Lake Country?

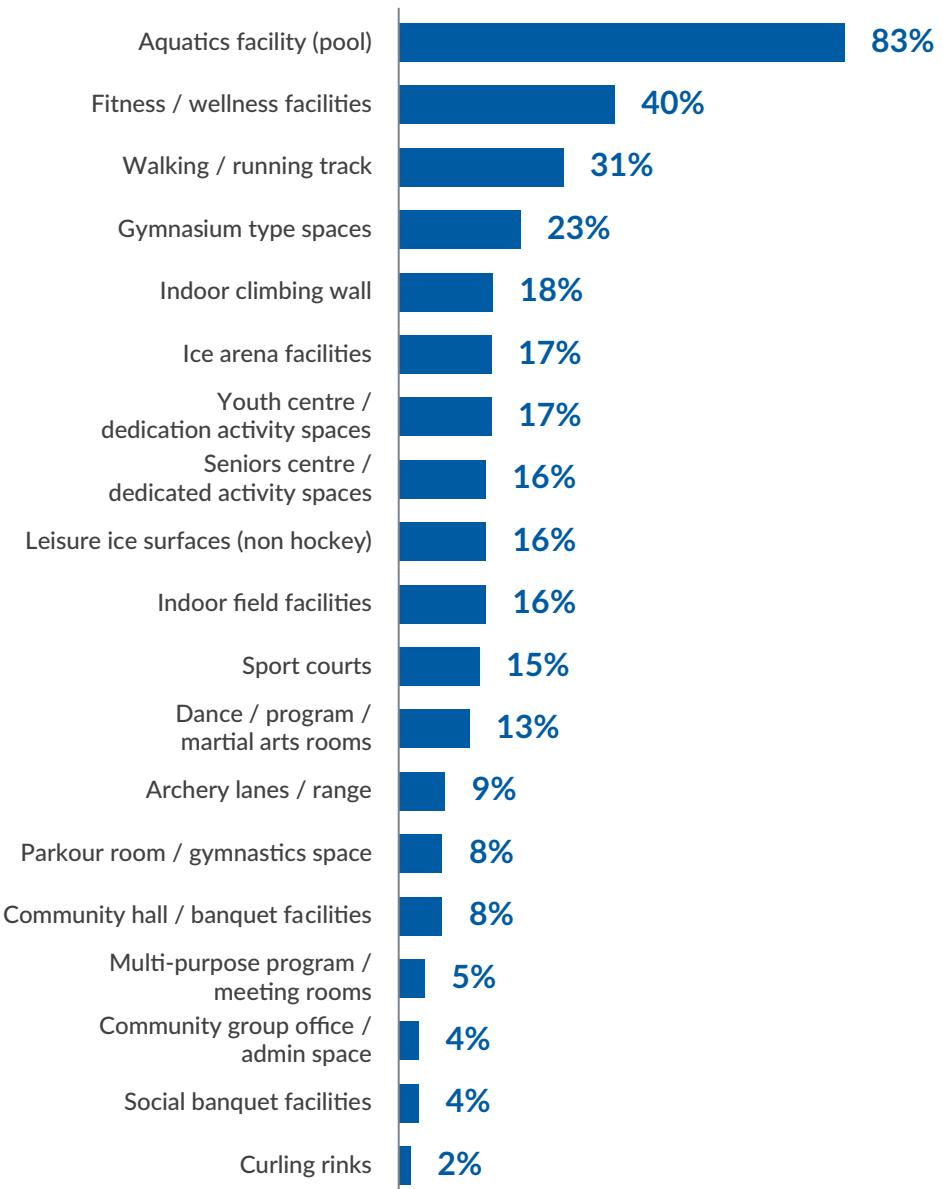


## Priorities and Priority

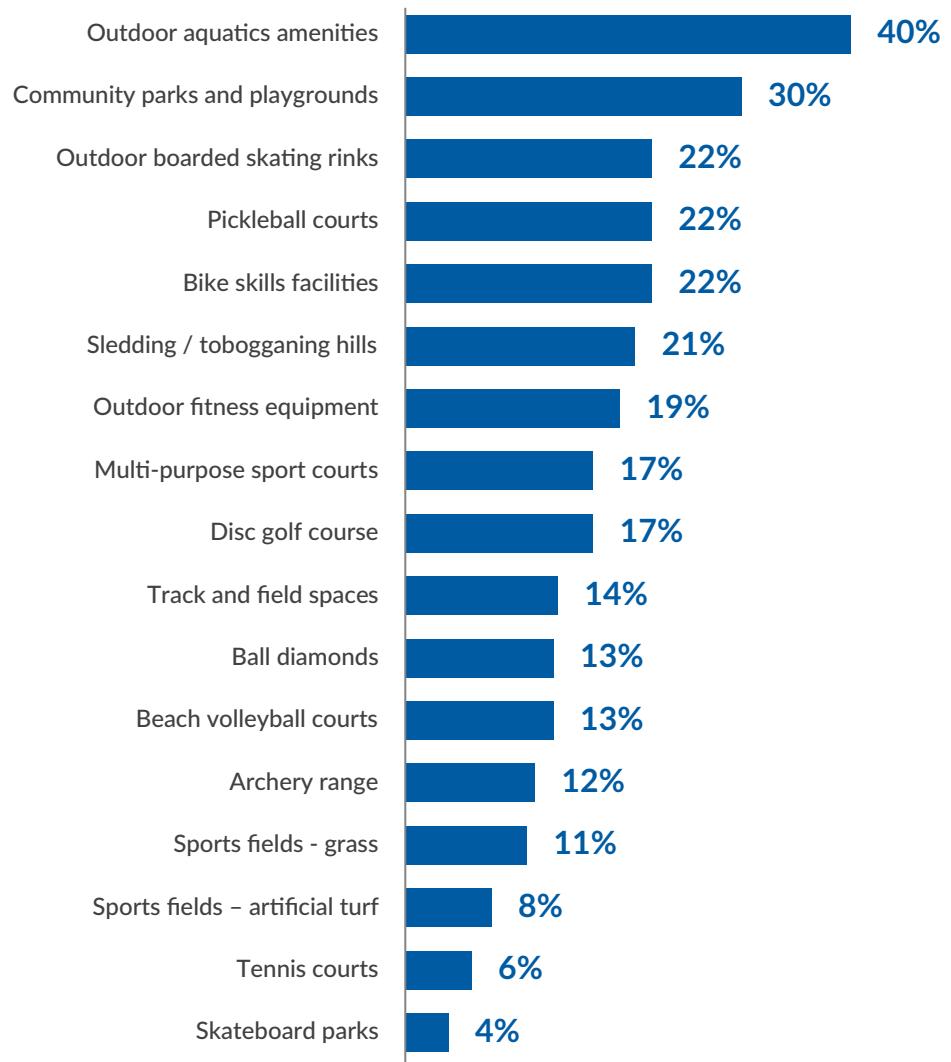
### Setting

Respondents were next provided with lists of indoor and outdoor facilities and asked to identify up to five that they think should be priorities for investment (more readily available or enhanced). As illustrated by the adjacent and following graphs, there is strong desire for aquatics facilities. Fitness and wellness facilities, walking / running track, gymnasium type facilities, pickleball courts, bike skills parks, outdoor boarded rinks, community parks and playgrounds, and sledding / toboggan hills were identified by over 20% of respondents.

## INDOOR Facilities and Amenities That Should Be More Available or Enhanced



## OUTDOOR Facilities and Amenities That Should Be More Available or Enhanced

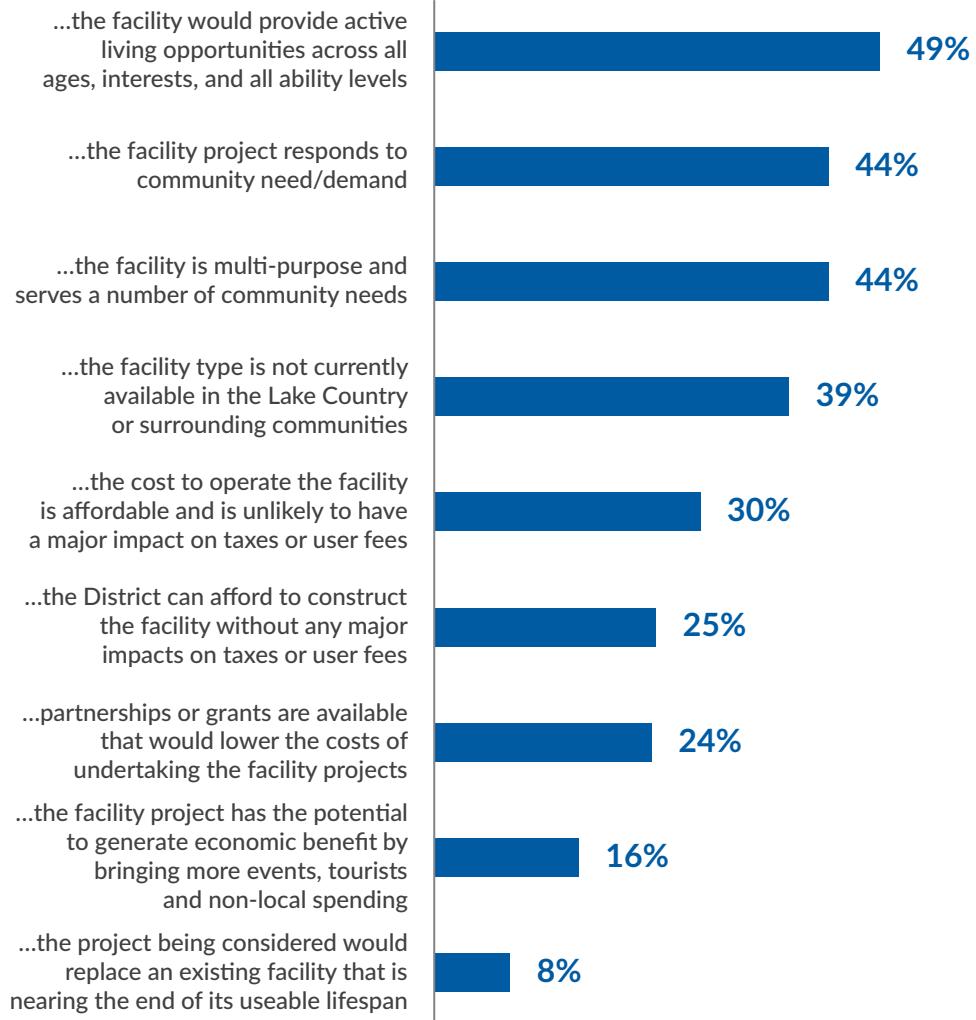


Respondents were then asked to identify potential types of programming that should be enhanced or provided in greater supply in Lake Country for different ages groups. Program priority areas identified by 20% or more of respondents are highlighted in **blue**.

	Children (0-9 years old)	Youth (10-18 years old)	Adults (19-39 years old)	Adults (40-64 years old)	Seniors (65 years and older)	Current programming is sufficient / unsure
<b>Nature / outdoor education programming</b>	19%	<b>21%</b>	11%	12%	14%	23%
<b>Environmental stewardship activities and programs</b>	16%	<b>21%</b>	11%	11%	13%	27%
<b>Fitness and wellness programming</b>	10%	16%	16%	<b>20%</b>	<b>20%</b>	18%
<b>Casual recreation programming</b>	12%	17%	16%	19%	18%	19%
<b>Organized sports teams, leagues, and clubs</b>	16%	<b>21%</b>	16%	15%	9%	24%
<b>Programs for individuals facing social, physical, or cognitive barriers to participation</b>	12%	14%	14%	13%	15%	33%
<b>Programs that encourage socialization</b>	12%	15%	15%	16%	<b>20%</b>	23%
<b>Water education and safety</b>	<b>27%</b>	<b>24%</b>	12%	9%	10%	19%

## Importance of Criteria to Set Priorities

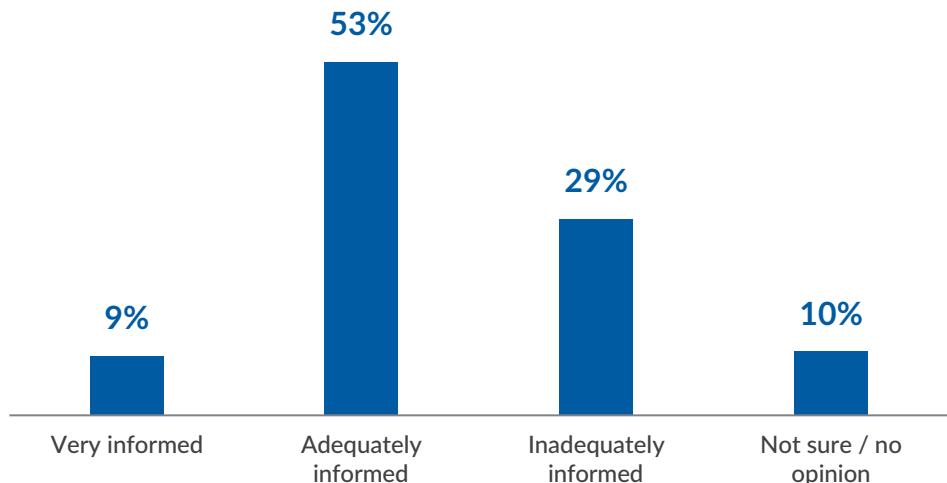
Questionnaire respondents were next provided a number of priority setting criteria and were asked to identify up to 3 that they believe should be considered most important when identifying major facility projects. Providing opportunities to all ages, interests and ability levels; responding to community needs and demands; and facility projects that are multi-purpose and serve a cross-section of community needs were identified as the top priority setting criteria by the highest proportion of respondents.



## Communications

As illustrated by the graph, most households feel adequately informed about sport and recreation opportunities with just over a quarter indicating that they feel inadequately informed.

## How Informed Are You About Sports and Recreation Opportunities?

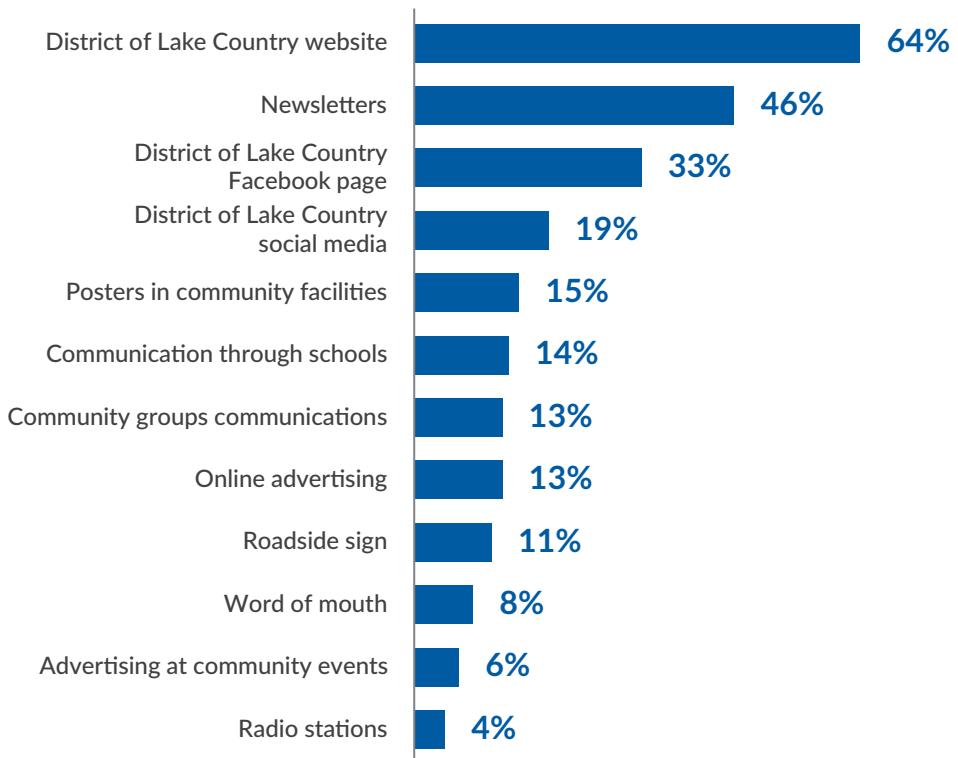


When asked about how they prefer to learn about sport and recreation opportunities, respondents identified a mix of traditional, digital and social media platforms.

## Additional Non-Coded Survey Insights

A higher proportion of non-coded respondents prefer social media as a way to learn about sports and recreation. 54% indicated that the District of Lake Country Facebook page is their preferred platform and 22% indicated a preference for the other District social media feeds.

## Top Communication Preferences



## Respondent Profile

Do you live within the District of Lake Country?	
Yes	97%
No	3%
Prefer not to say	1%

In which area of Lake Country do you live?	
Winfield	64%
Okanagan Centre	14%
Oyama	13%
Carr's Landing	6%
Other (please specify)	3%

Household Age Distribution		
Age Group	Respondents (Coded Sample)	Statistics Canada Census Data for Lake Country (2021)
0-4 years	6%	5%
5-9 years	7%	5%
10-14 years	8%	6%
15-19 years	5%	5%
20-29 years	6%	10%
30-39 years	12%	14%
40-49 years	13%	13%
50-59 years	12%	15%
60-69 years	19%	16%
70-79 years	9%	8%
80 years and older	2%	3%



## 4.3. Community Group Questionnaire

### Overview

Representatives from community organizations in Lake Country and surrounding areas within the Central Okanagan were sent a link to an online Community Group Questionnaire. The purpose of the questionnaire was to learn more about the various programming and other activities that groups provide as well as better understand their current and anticipated future needs.

In total 34 organizations provided a response, representing a wide range of sport and recreation activity types. Note: Not every organization answered every question in the questionnaire.



### Overview of Organizations that Participated In Community Group Questionnaire

- 23 directly provide sports and recreation programming.
- The participating groups represent a wide range of ages served (e.g. 19 have participants that are youth, 20 have participants that are teens, 20 have participants that are working age adults, 16 groups have participants that are seniors).
- The majority of participating groups identified that volunteers represent a significant portion of their organization (19 indicated that their group has more than 10 active volunteers).
- 25 indicated that they use facilities and spaces in Lake Country for their programming, with 14 groups also indicating that they use facilities in Kelowna and Vernon for programming.

A list of organizations that provided a response can be found in Appendix A. *\*A number of organizations participated in both the Community Group Questionnaire and stakeholder discussion sessions.*

## Key Findings

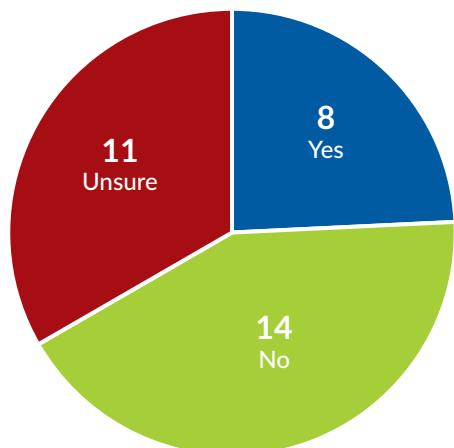
When asked if current facilities meet their organization's needs, just over half of responding groups provided a positive response with only 3 organizations indicating that current facilities do not meet their needs.

### Do the current sports and recreation facilities and spaces in Lake Country meet the needs of your organization?



### Do You Think There Are Adequate Sports and Recreation Facilities in Lake Country?

However, while most responding organizations indicated that current facilities meet their needs to some degree in the previous question, 14 groups indicated that there are not adequate facilities in Lake Country.

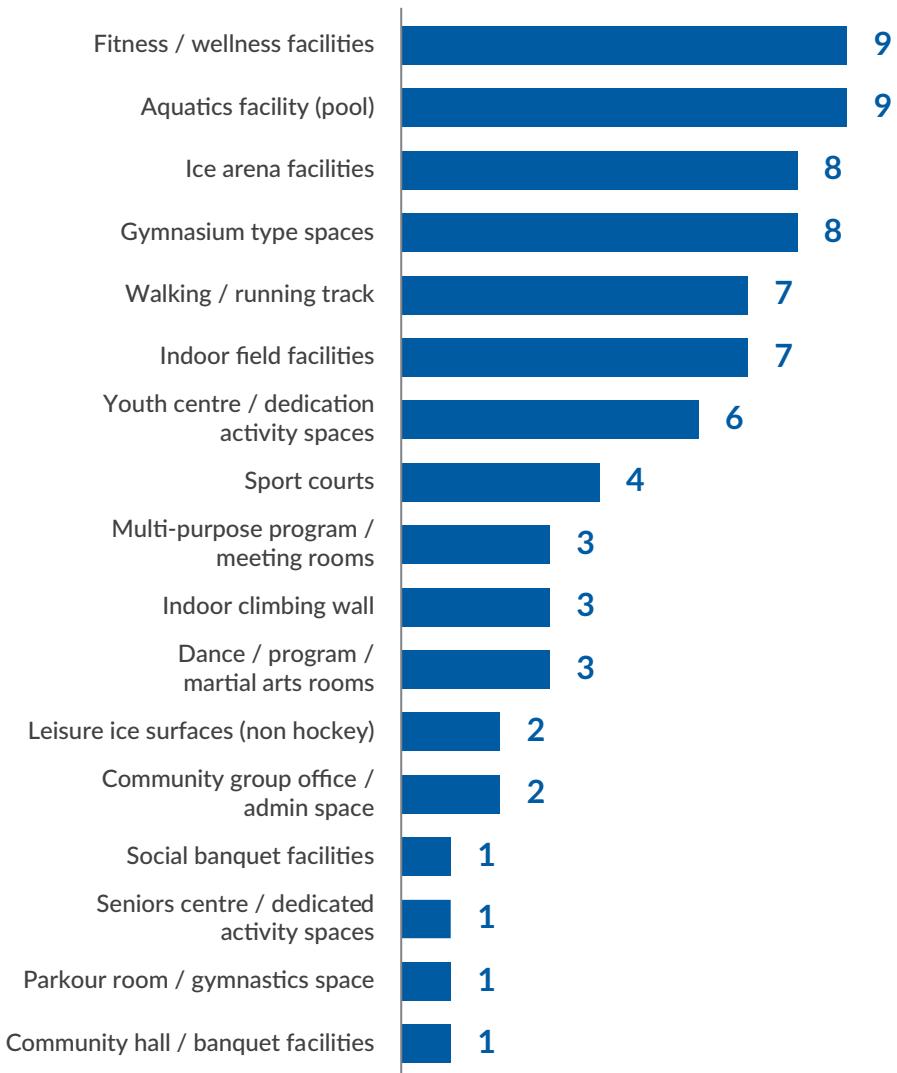


## INDOOR Sport and Recreation Facilities That Should Be More Readily Available or Enhanced

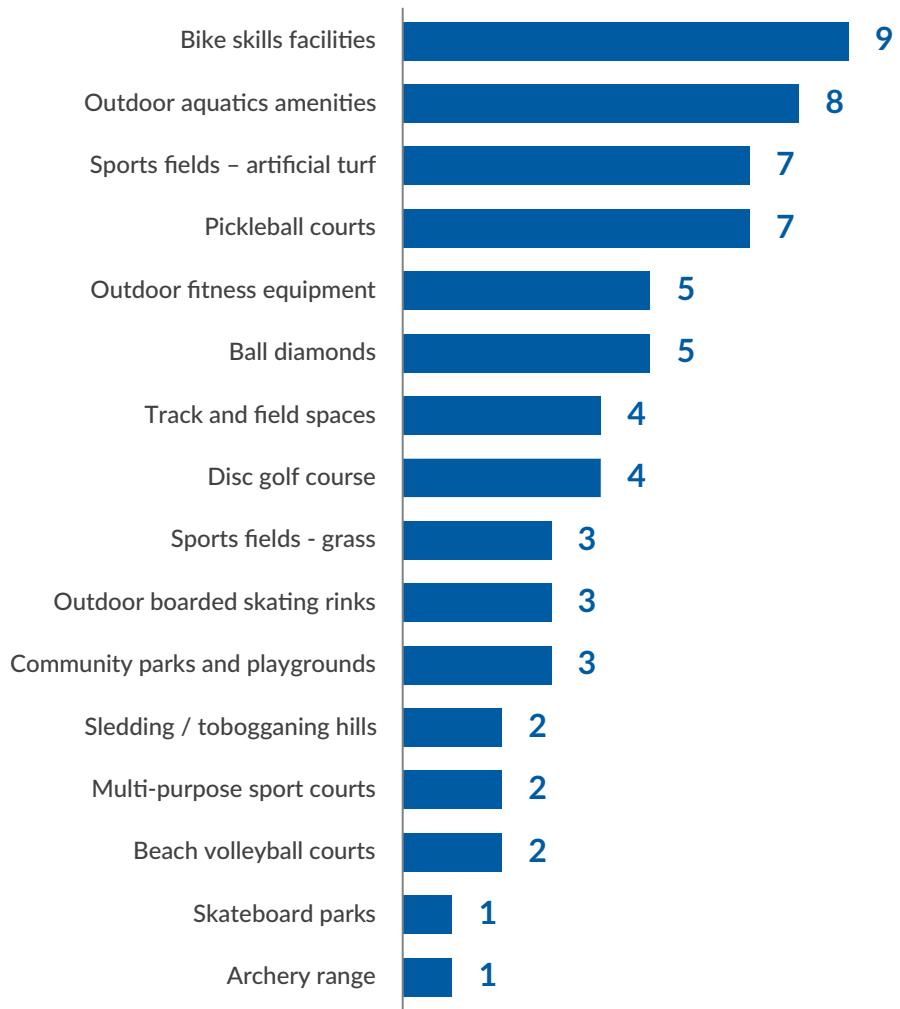
Group representatives were next asked to identify indoor and outdoor facilities and amenities that should be more readily available or enhanced.

The adjacent and following graphs reflect the priorities identified by the organization representatives.

Notably, a number of organizations identified facility and amenity types not directly linked to their program / activity focus area.

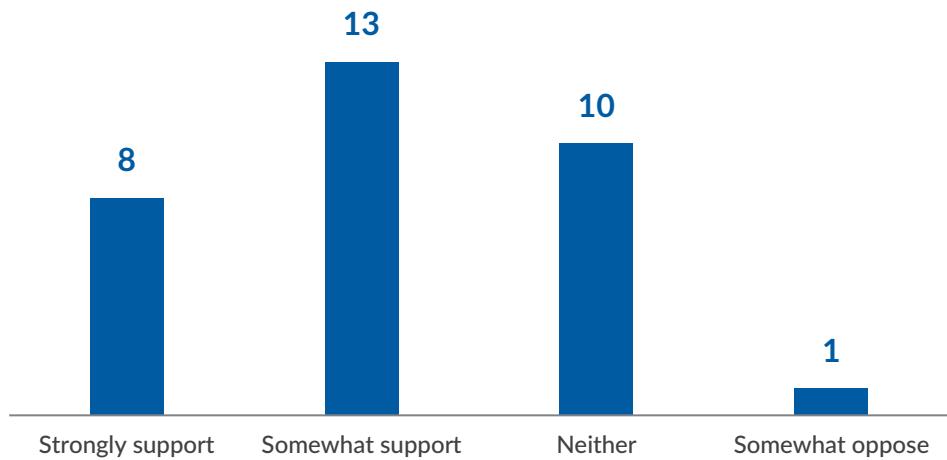


## OUTDOOR Sport and Recreation Facilities That Should Be More Readily Available or Enhanced



## Support for an Increase in User / Rental Fees to Ensure Community Needs Are Better Met

Recognizing that increasing facility levels or undertaking other initiatives may require the District or its partners to procure additional sources of funding, organizations were asked if they would support an increase in user or rental fees to help better meet community sport and recreation needs. As illustrated by the graph, relatively strong levels of support exist for higher user and rental fees if it helps ensure community needs can be better met.



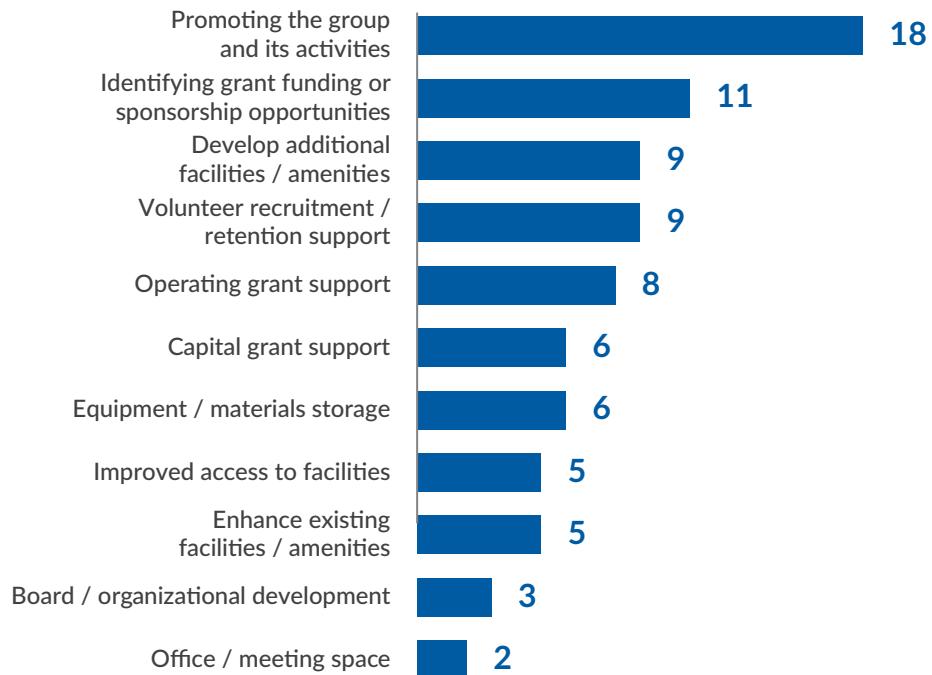
## Organization Challenges

Organization representatives were next asked to identify (from a list) any challenges they are currently facing. As reflected in the graph, attracting and retaining volunteers and funding were the top two challenges identified by groups.



## What Assistance or Support Could the District of Lake Country Provide?

When asked what assistance or supports the District could provide to help address identified challenges, assistance with promotions and helping to identify funding opportunities were the two most commonly identified areas.



## 4.4. Stakeholder Discussions

### Overview

14 discussion sessions were convened in order to gauge the perspectives of stakeholders representing a wide range of groups, organizations, and interests. 11 of the 14 discussions were convened in-person and 3 discussions were held virtually. A list of participating stakeholders organizations/interests can be found in Appendix A. *\*A number of organizations participated in both the Community Group Questionnaire and stakeholder discussion sessions.*

### Discussions Session Themes

Summarized as follows are prevalent themes that emanated from the discussion sessions. These bullets are not intended to reflect the entirety of the conversations, but rather capture viewpoints expressed by multiple stakeholders and other notable points of interest from the wide ranging discussions.

#### Overall Perspectives

- In general, positive sentiments towards District staff.
- The community is young and growing and a general belief that sport and recreation infrastructure is struggling to play “catch-up”.
- There is a need for more low barrier and low cost opportunities for residents facing challenges to accessing sport and recreation programs.
- Concerns were expressed about private groups taking away time from community sport groups, especially at the arena.
- While Kelowna and Vernon are close, transportation is a barrier for many residents and it is important to have locally available and accessible sport and recreation infrastructure.

#### Desired Facility Needs and Improvements

- Desired facility and amenity projects identified by multiple stakeholders were:
  - » More arena ice
  - » Amenity improvements to the existing arena (seating and storage)
  - » Expanded access to gymnasiums for “drop-in” use
  - » Covered sports field that can enable shoulder and off-season play
- Specific to outdoor recreation and park sites, groups would like to see better parking and storage.
- While an aquatics facility would be a terrific asset for the region, stakeholders also generally recognized the cost impacts and challenges of providing such a facility.
- The emergence of pickleball was identified during a number of the discussions.
- Access and equity were identified as being important considerations that haven’t always been top of mind when infrastructure is developed.

## Prioritizing Future Investment (perspectives on how priorities should be set)

- Stakeholders were asked to identify how they believe the District should prioritize projects. Top priority setting criteria identified were:
  - » Public demand
  - » Operating costs
  - » Whether or not a facility can be multi-purpose and serve multiple activities / needs
  - » Supporting youth sport and recreation needs
  - » Filling activity and infrastructure gaps





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# 5 Trends

## Why are trends important?

While public sector providers of sport and recreation opportunities need to be in-touch with the local dynamics and needs of their community, it is also important to remain current on emerging demands and trends being experienced regionally, provincially, nationally and beyond. Understanding broader trends can help local municipalities anticipate future demands, opportunities, and align with best practice. Identified in this section are a number of key trends and leading practices that are supported by industry research and the consulting team's observed experience.

# 5.1. Societal Participation Trends & Key Factors

## Overall Sport Participation Trends

- 27% of adults 18 years or older participate in sport; 36% of adult males and 19% of adult females participate in sport. By comparison, 75% of children and youth participate in sport. In general, sport participation declines as adults age.<sup>1</sup>
- Participation and activity trends are dynamic and often change quickly in response to major events like the Olympics, success of sports teams or individual athletes, and other emergent trends that municipalities simply cannot anticipate.
- The majority of Canadian youth are not meeting recommended physical activity levels and engage in far too much screen time.<sup>2</sup>
- Youth preferences have been shifting over time towards individual and spontaneous pursuits and unstructured sporting activities like swimming, skateboarding, biking, and drop-in gymnasium activities.
- Municipalities have been focusing on providing an expanded array of drop-in activities to better accommodate youth and adults that lack interest or ability to participate in organized and/ or competitive leagues.



### The Pandemic Impact on Girls In Sport Report:

In July of 2021 Canadian Women & Sport published a report on the impact of COVID-19 on girls' participation in sport. The Pandemic Impact on Girls in Sport report found that 1 in 4 girls were not committed to returning to sport post pandemic. This stat is particularly troubling as the report cites research done previously that found that 1 in 3 girls drop out of sport by age 16 compared to only 1 in 10 boys. According to research published in The Rally Report, the top 5 barriers to girls' participation in sport are:

1. Access to Facilities & Programs
2. Quality of Programs
3. Alternatives to Sport
4. Cost to Participation
5. Confidence

The Pandemic Impact on Girls in Sport Report describes how each of these barriers has been exacerbated and provides actions to support girls' return to sport for each of those identified barriers.

<sup>1</sup> Canadian Fitness and Lifestyle Research Institute

<sup>2</sup> ParticipACTION Children and Youth Report Card (2021)

## Key Findings From the Canadian Youth Sport Report (2014):

- 84% of Canadian youth in the 3 – 17 age range participate in sports of some kind and 60% do it on an organized basis. \*Similar participation rate to the previously noted data from the Canadian Fitness and Lifestyle Research Institute.
- Youth sports represent a \$5.7B market with families spending nearly \$1,000 annually per child on sports.
- Fifty-five percent (55%) of new Canadian youth aged 3–17 participate in organized sports but they are slightly less likely to be in organized team sports (24% vs. 30% average).
- Top team sports for New Canadian youth were soccer, basketball, hockey and volleyball.
- Participation decreased substantially with age; 83% of 5-to 10-year-olds participated in sport compared to 61% of 15- to 19-year-olds. More recent studies suggest that up to 70% of youth leave organized sport by age 14, due to time, cost, or performance pressures. As the levels grow more competitive and specialized, some youth become overwhelmed or discouraged, especially if cut from a team or separated from friends.
- Recommendations in the literature for teen and adult participation include greater emphasis on enjoyment and providing more recreational-level opportunities.



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## Spontaneous Recreation

There are growing demands for more flexibility in timing and activity for leisure pursuits. More people are now seeking individualized and informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This trend does not eliminate the need for structured activities but suggests that planning for the general population is as important as planning for more traditional structured-use environments. Spontaneous recreation is broadly characterized as physical activities in which the activities, nature of participation and timing of participation are freely chosen and do not require registration for programs or leagues.

## Evolving Older Adult Activity Preferences

Although many “traditional” activities remain popular among older adult populations, demands and references are evolving. Many younger cohorts of older adults (often termed the “baby boom” generation) have differing preferences than previous generations and are increasingly looking for moderately vigorous forms of physical activity and multi-generational programs. The rapid emergence of pickleball and the popularity of aqua fitness and lane swimming are examples of activities whose popularity is often driven by older adult populations.

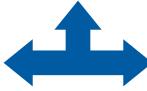
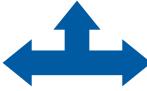


## 5.2. Sports Trends – Environmental Scan

The following table provides a high-level summary overview of trends indicators locally, regionally and beyond for a number of selected sports activities. Also identified are key factors and considerations that are currently impacting these trends indicators or which may do so in the future.

**Table 20: Trends Scan Summary**

Legend				
High Levels of Increasing Demand	Moderate Levels of Increasing Demand	Stable Demand	Flatlined or Gradual Decrease in Demand	Unknown / More Exploration Needed
				
Activity	Provincial and National Trends Indicator	Local and Regional Trends Indicator (Lake Country and Okanagan)	Key Factors and Considerations	
Hockey			<ul style="list-style-type: none"> <li>Female hockey is experiencing high levels of growth provincially and nationally, while male hockey participation rates have generally stagnated.</li> <li>Organized hockey participation is being driven to regional centres.</li> <li>Academy programs (public and private) are changing the dynamic of youth hockey.</li> </ul>	
Skating			<ul style="list-style-type: none"> <li>Like many recreation programs, skating program participation is driven by younger participants (CanSkate).</li> </ul>	
Baseball			<ul style="list-style-type: none"> <li>Provincially and nationally, ball participation has rebounded after years of stagnation or decline.</li> <li>Growth in slo-pitch/softball is driven by the opportunity for social recreation amongst younger adults.</li> <li>Growth in Canadian baseball often ebbs and flows in lockstep with the popularity of Major League Baseball and the Blue Jays.</li> </ul>	
Soccer			<ul style="list-style-type: none"> <li>Soccer continues to experience decade after decade growth.</li> <li>The success of the Canadian Men's and Women's national teams, the upcoming FIFA World Cup 2026, and the continued diversification of Canadian demographics suggest continued growth of soccer.</li> </ul>	

Activity	Provincial and National Trends Indicator	Local and Regional Trends Indicator (Lake Country and Okanagan)	Key Factors and Considerations
Swimming (Sport)			<ul style="list-style-type: none"> <li>The majority of aquatics demand regionally, provincially and nationally is leisure based (non-sport), however swimming programs are experiencing steady growth.</li> <li>Growth in sport swimming is likely to continue as a higher proportion of children and youth are aquatics skill literate.</li> <li>The potential for increased supply of 50 metre tanks on the region (new pools in Vernon and Kelowna) is likely to drive some regional growth in sport based swimming.</li> </ul>
Pickleball		 	<ul style="list-style-type: none"> <li>Rapid growth of the sport at the regional, provincial and national levels.</li> <li>A recent trend is an uptake in pickleball participation among teens and younger adults.</li> <li>Locally, there are indications of growth but more and longer term data is needed.</li> </ul>
Tennis			<ul style="list-style-type: none"> <li>Trend indicators suggest that tennis participation is stable.</li> <li>Tennis Canada has identified the need for indoor facility development as being important to future growth of the sport.</li> </ul>
Basketball			<ul style="list-style-type: none"> <li>Growth in basketball is being experienced provincially and nationally amongst youth / teens and younger adult age cohorts.</li> <li>The popularity of the sport at the professional level, affordability and convenience of accessing infrastructure are key drivers of the sport's growth.</li> </ul>
Golf			<ul style="list-style-type: none"> <li>Available data continues to reflect that golf participation is concentrated. In other words, the same demographic of players are playing more rounds.</li> <li>Cost remains a significant entry barrier to the sport.</li> </ul>

Activity	Provincial and National Trends Indicator	Local and Regional Trends Indicator (Lake Country and Okanagan)	Key Factors and Considerations
Wheeled Sport	↑	↑	<ul style="list-style-type: none"> <li>Rapid growth in BMX, mountain biking, and road cycling amongst a large range of age cohorts.</li> <li>Scootering and skateboarding remain popular among youth.</li> <li>Regionally, provincially and nationally there has been increased investment in infrastructure such as pump tracks, skills parks and dedicated cycling lanes.</li> </ul>
Lacrosse	↔	🔍	<ul style="list-style-type: none"> <li>Trends remain highly variable from region to region and community to community.</li> </ul>
Curling	↔	↔	<ul style="list-style-type: none"> <li>Curling participation remains highly variable from region to region and community to community. While some communities are experiencing a decline, others are seeing curling participation stabilize or grow.</li> <li>The social experience of curling remains a key participation factor.</li> </ul>



## 5.3. Service Delivery Trends and Leading Practices

### Sport for Life and Long Term Development

The Long Term Development Framework (LTD) is a nationally accepted eight stage framework that identifies an appropriate pathway for developing physical literacy across all ages and athletic goals.

#### The Eight Stages of LTD

##### Awareness and First Involvement

To engage in sport and physical activity, individuals must be aware of what opportunities exist for them, and when they try an activity for the first time, it is critical that the experience is positive. That is why Sport for Life emphasizes the two stages of Awareness and First Involvement.



##### Active Start

From 0-6 years, boys and girls need to be engaged in daily active play. Through play and movement, they develop the fundamental movement skills and learn how to link them together. At this stage developmentally appropriate activities will help participants feel competent and comfortable participating in a variety of fun and challenging activities and games.



##### FUNDamentals

In the FUNDamentals stage, participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical activity. These experiences will result in the participant developing a wide range of movement skill along with the confidence and desire to participate.



##### Learn to Train

Once a wide range of fundamental movement skills have been acquired, participants progress into the Learn to Train stage leading to understanding basic rules, tactics, and strategy in games and refinement of sport specific skills. There are opportunities to participate in multiple sports with competitions focused on skill development and retention. Games and activities are inclusive, fun, and skill based. At the end of the Learn to Train stage, participants grow (or progress) towards sport excellence in the Train to Train stage or being Active for Life, either by being Competitive for Life or Fit for Life.



Source: Sport for Life ([www.sportforlife.ca](http://www.sportforlife.ca))

##### Train to Train

Athletes enter the Train to Train stage when they have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). Rapid physical growth, the development of sporting capability, and commitment occurs in this stage. Athletes will generally specialize in one sport towards the end of the stage. A progression from local to provincial competition occurs over the course of the stage.



##### Train to Compete

Athletes enter the Train to Compete stage when they are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and competing at the national level while being introduced to international competition.



##### Train to Win

Athletes in the Train to Win stage are world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups).



##### Active for Life

Individuals who have a desire to be physically active are in the Active for Life stage. A participant may choose to be Competitive for Life or Fit for Life and, if inclined, give back as a sport or physical activity leader. Competitive for Life includes those who compete in any organized sport recreation leagues to Master Games. Fit for Life includes active people who participate in non-competitive physical activity.



National Sport Organizations (NSO's) are required to demonstrate alignment with LTD by developing a Sport Development Framework. Fifty-five NSO's currently have a Sport Framework (or multiple sport Frameworks depending on the nature of the sport) which vary in specificity and format, but generally outline an appropriate duration, frequency, and intensity of participation for each stage of LTD. Sport Frameworks can provide municipalities and other public sector providers of facility space with a reference point from which to identify standards of play and allocation guidelines.

## Sport Framework Example: Baseball Canada

### TRAINING

- Warm-up and cool-down
- hydration
- Bat/gear safety
- Basics rules and understanding of the game

Children in this stage should participate in a wide range of sporting activities each week with no more than two sessions per sport per week unless involved in early specialization sports such as gymnastics and swimming. The optimal window of trainability for speed (first of two) and flexibility occur during this stage for both boys and girls.

\* Others sports recommended at this stage are gymnastics, swimming, hockey, and all other eye-hand coordination dominance sports. Training sessions should be station focused and stimulating, including simulated games.

### EQUIPMENT Required

- Shoes
- Glove
- Hat
- Protective cup

### ABOUT FUNdamentals

#### PLAYERS PER TEAM

**6** players by team

#### COMPETITION FORMAT

RALLY CAP FORMAT: 3 team rotation (1 practicing, 2 playing)

#### SPECIAL RULES

No bunt, strike out, walk, steal. No players cut from teams. All players hit every inning. Points awarded in offense and in defense. Throw at any base for recording an out.

#### GAME FORMAT

6 vs 6. All players hit every inning. Rotate batting order each inning. No league standings. Jamboree format.

#### SPECIALIZATION

All players should play equal time and try all team positions, including catching, and equal time should be allowed to both practices and games.






**47**

**RATIO**

**Train 80%** Game 20%

One hour per week for 8 - 12 weeks total

Parents act as umpires. No scorekeepers.

1 coach for every 3 players (2 per team minimum)

**PITCH LIMITATION:** Coach / machine pitch only

**BASEBALL LTAD STAGE DESCRIPTIONS**

Source: [www.baseball.ca/files/ltad.pdf](http://www.baseball.ca/files/ltad.pdf)

## Sport Framework Example: Hockey Canada

### Proposed Long Term Player Development (LTPD) Seasonal Chart – Novice

Novice	Number of Practices	Start date for Practices	Development Season	Start date for Games	Development & regular Season	Playoff Season	Tournaments	Number of Games total
Ideal	40 - 45	Sept 15	10 weeks 20 practices 2 ex games	Dec 1	14 weeks 28 practices 16 games	N / A	3 tournaments 12 games	30 - 35

### Coach Development Programs - Coach Certification/Continuing Education Program (CEP)

Age	Coach	Description	Clinic	Manual Resource	Video Resource
Novice	Intro Coach Coach Level Specialty Clinics	On-Line On-Line CEP	Classroom /On Ice Classroom /On Ice Classroom /On Ice	HC Skills Manual – Initiation HC Skills Manual - Novice Specialty Clinic Drill Package	Skills of Gold 1-4 Skills of Gold 1-4

### Hockey Canada Development Programs – Novice

Age Division	Player	Coach	On ice curriculum	Off-ice curriculum	Dev	Rec	Promo	In Development
<b>Novice</b> -NCCP (Intro Coach/Coach) -Chevy Safe and Fun -Esso Fun Days -HC Skills Camps -NSST -NCMP Specialty Clinics	X	X	X	X	X	X	X	-Skills Camps for Players ( IP / Novice Curriculum Development ) -Coach Mentorship -Coach component with Skills Camp -NSST Drills for improvement package

Version 2 – 03/30/2013

Page 35



Source: [www.hockeyalberta.ca/uploads/source/HC\\_-\\_LTPD\\_Manual.pdf](http://www.hockeyalberta.ca/uploads/source/HC_-_LTPD_Manual.pdf)

# Equality and Inclusion

There is an increasing cultural awareness as to the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations. Global movements such as Black Lives Matter have resulted in a further level of awareness and discussion on issues of race, privilege, and inequality.

Like most other sectors, municipalities and other public entities that provide recreation, parks, and culture services are in the midst of evaluating their own historical culpability in perpetuating historical inequalities and “move forward” solutions that can address these issues. Recreation, parks, and culture services are uniquely positioned to foster inclusiveness and provide a platform to help blunt racism, prejudice, and inequality. Identified as follows are a handful of ongoing initiatives that are being undertaken by leading organizations in the sector.

- ***viaSport*** has identified inclusion as a key focus area and has developed a number of free or low cost resources focused on fostering increased diversity and opportunity for women and girls, persons with disabilities, the LGBTQI2S Community, marginalized youth, Indigenous people, individuals that are socio-economically disadvantaged, newcomers to Canada, individuals from rural / remote / isolated regions, and older adults.<sup>3</sup>

- **The National Recreation and Parks Association** in the United States has been a leader in fostering conversations on topics related to inclusion and inequality in parks and recreation. In 2018, NRPA published a Parks and Recreation Inclusion Report which outlined findings from a comprehensive review of inclusion practices across parks and recreation agencies (service providers) in the United States.<sup>4</sup>
- **Sparc BC (The Social Planning and Research Council of B.C.)** has published or co-developed a wealth of resources on inclusion and access. One of these documents, *Everybody's Welcome: A Social Inclusion Approach to Program Planning and Development for Recreation and Parks Services* was developed in conjunction with the British Columbia Recreation and Parks Association and provided the sector with a formative resource that helped generate a greater understanding of what inclusion means and how to undertake actions that can foster it within public facilities and spaces.<sup>5</sup>

<sup>3</sup> [www.viasport.ca/inclusion](http://www.viasport.ca/inclusion)

<sup>4</sup> <https://www.nrpa.org/contentassets/e386270247644310b06960be9e9986a9/park-recreation-inclusion-report.pdf>

<sup>5</sup> <https://www.sparc.bc.ca/wp-content/uploads/2017/02/booklet-everybodys-welcome.pdf>

## So how does equality, inclusion, and social justice relate to recreation and parks space allocation?

While some shifts are occurring, the majority of municipalities and other public sector facility providers allocate space based on historical precedent. In other words, a tenured user group's historical "rights" to a space have favorably positioned that group within the priority ranking at the expense of groups that are new, emerging, smaller, or have less leverage within the allocation process. This dynamic has advantageously positioned some groups to grow and have success while other groups are not able to access sufficient space to reap the same level of benefit. Leading practices, including many of those presented in this section, would suggest that municipalities and other service providers need to consider the following questions as they ponder future approaches to the allocation of space:

- Are primary users of facility space truly inclusive and provide ample opportunities for all individuals, including those that are likely to face barriers to participation?
- Does the allocation process determine priority based on achieving the highest possible degree of public benefit?
- How can the allocation process help facilitate success for groups that focus on providing opportunities to individuals that face systemic barriers to participation? (e.g. individuals from the LGBTQI2S Community, new Canadians, marginalized populations, etc.).
- Is the administrative complexity of the allocation and booking process itself a barrier? If yes, how can the process be adapted for individuals and groups that may not be predisposed to navigating through systems or that face language barriers?
- Are the barriers to accessing space a product of the allocation policy itself, staff training and understanding of inclusivity, or both?

**Sport for Life (S4L)** has also developed a series of best practices and recommended principles for the allocation of facility time to user groups.

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups. Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

## Other Notable Trends Impacting Space Use and Allocations

Summarized as follows are a number of broader trends in sport and recreation participation which will also influence future space needs and the allocation of space.

-  Increasing demands for spontaneous / unstructured recreation and leisure opportunities.
-  The financial impact of COVID-19 on both user groups and facility providers.
-  Diversifying activity preferences and interests.
-  The evolving nature of volunteerism from longer term to shorter term commitments.
-  The rising cost of participating in higher levels of sport.
-  Increasing awareness of the need for physical literacy and the negative impacts of activity specialization.
-  Continued shift in infrastructure typology from single purpose facilities to those that are multi-purpose and expected to accommodate a wide array of activities and functions.

## The Evolving Nature of Volunteerism

Contrary to popular belief, overall volunteer participation rates are not rapidly declining – but the nature of volunteerism is changing. The “modern volunteer” is more selective of the organizations they commit their time to, desires clarity on roles and tenure / term for their involvement, and often prefers shorter duration commitments (e.g. event focused volunteerism) over ongoing and indefinite volunteer positions. Younger volunteers are also often motivated by the opportunity to gain new skills, make connections, and align themselves with organizations that are working to address key societal issues. Changes in volunteerism are also impacting the service delivery of public sector recreation, sport and culture facilities and programming. Volunteer fatigue is becoming a serious issue for many organizations who are being increasingly challenged to fulfill important volunteers roles, often resulting in the need to pay individuals or alter program offerings.



## The “Psychological Contract” and the Impact on Retaining Volunteer Coaches

A study conducted by Harman and Doherty (2017) explored the expectations and experiences of volunteer coaches and their respective organizations and found that:

- The “psychological contract” (in other words, unwritten expectations of what the volunteer coach and organization should realistically provide and commit to) guide the overall volunteer coaching experience and levels of satisfaction.
- Organizations can help retain coaches more effectively if they influence the “psychological contract” by providing clear information on expectations, available resources, and ensure ongoing dialogue.

Source: <https://sirc.ca/blog/a-positive-environment-for-volunteer-coaches-the-role-of-psychological-contract/>

## Data Collection

Parks and recreation departments are increasingly utilizing data to understand user behaviors, needs, preferences, and desires. According to an NRPA survey of parks and recreation professionals, more than 90% of respondents (in leadership roles) identified data collection and analysis as important or very important for activities such as master planning, capital investments, programming, and to support staff. However, not every municipality is collecting data and no two municipalities collect data using the same methods. Respondents identified facility usage data, program utilization data, demographic trends, crime data, and school enrolment as important data sources for decision-making.

In terms of methods for collecting data, surveying residents and users is the most common approach. For facility usage, some municipalities have staff manually count visitors and others use automated methods such as scanning user cards. Other departments that may be collecting useful data include public works or utilities, police and fire departments, and transportation departments. Geographic Information Systems (GIS) are also becoming frequently used within the sector to understand where users live, what amenities are available to whom, and to identify gaps and opportunities geospatially.

## Parks, Trails & Recreation Can Support Truth and Reconciliation

Parks, trails, and recreation are opportunities to support truth and reconciliation with Indigenous communities. They are also seen as an opportunity to help non-Indigenous people develop a better understanding and appreciation of the land Canadians reside on, Indigenous peoples, their culture, and to foster new relationships. Parks, trails, and recreation providers are collaborating closely with Indigenous communities to identify how and where to support truth and reconciliation and to collaborate on the provision and management of parks, trails, and recreation facilities.



## 5.4. Indoor Facility Trends and Leading Practices

### Integrating Indoor and Outdoor Environments

A relatively new concept in recreation and leisure infrastructure planning is to ensure that the indoor environment interacts seamlessly with the adjacent outdoor environment. This can include such ideas as public event spaces, indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor public art. Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation and culture infrastructure. Integrating indoor and outdoor environments can be as “simple” as ensuring interiors have good opportunities to view the outdoors.

### Comfort and Convenience Amenities

Facility patrons have increasing expectations of their recreation experience. Support amenities such as public WiFi, comfortable seating / lounge areas, and diverse food service are now commonplace and expected in multi-purpose recreational facilities. To capitalize on revenue opportunities, many aquatics facilities have also included rooms that can accommodate birthday parties and other social gatherings adjacent to pool deck spaces. Viewing areas from fitness rooms and common areas in a facility is also a continuing trend that lends to user convenience and fosters cross-use within a facility.



Tri Leisure Centre (Spruce Grove, AB) Source: City of Spruce Grove Website

## Integration of Aquatics into Multi-Purpose Facilities

An overall trend within public sector recreation is to integrate multiple types of spaces and active living opportunities into a single facility. Doing so allows for operational synergies and the ability to maximize user convenience. Although designing multi-functional “hub” facilities continues to be preferred and has the potential to be highly beneficial, it is important to ensure that a number of key design considerations are taken into account to optimize space functionality in multi-plex type facilities. Specific to aquatics, a key consideration that needs to be carefully reviewed during facility design is the need for wet change space and the potential benefits and drawbacks of co-locating these spaces with dry change spaces that also service users of other facility components. Aquatics use also typically peaks during weekend hours when other facility spaces such as arenas and field houses are often busy as well. As such, the location and capacity of point of sale / scan-in areas, parking, and food services require careful analysis during the design phases.

## Accessible Facilities for All Abilities

Accessibility is a priority within the recreation sector, as well as within municipal planning more generally. The built environment can be a primary barrier to participation in community life and leading active lifestyles for all residents. Facility designers must consider how disabilities can take many forms and that creating a solution for one form of disability may not necessarily remove the barrier for all. The most accessible attributes of sport and recreation facilities tend to be water fountains, parking lots, elevators, and corridors.

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

Many recreation facility design plans now focus on exceeding the minimum accessibility standards set out in codes or bylaws and pursuing external certifications from organizations like the Rick Hansen Foundation.



Hillcrest Centre (Vancouver B.C.) Source: City of Vancouver Website

## Applying a Physical Literacy Lens to Facility Design

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

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

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



## Rick Hanson Foundation Certification

To be RHF Accessibility Certified Gold, a Site must have:

- Designated accessible parking space(s), if parking is provided for Site users
- Access to public transit, if the Site is located in an area serviced by transit
- Accessible path(s) of travel leading to building or trail entrance and throughout the building or trail
- An accessible primary entrance for public and staff (if separate)
- Access to all floors expected to be used by elevator or lift usable by everyone
- At least one universal washroom
- Emergency systems with visual and audible fire alarms in both public and private areas
- Wayfinding strategies in place to navigate throughout the Site
- Safety warning features, such as tactile attention indicators at the top of the stairs and case detectable features, if there are overhead or protruding hazards along the path of travel
- Tactile marketing for permanent room identification signs
- Assistive listening and communication enhancement technologies, when applicable to the Site
- Accessibility provisions for the key functional facilities of the Site

Source: Rick Hanson Foundation 'Guide to RHF Accessibility Certification': <https://www.rickhansen.com/sites/default/files/2020-05/acp-847final-guide-rhf-accessibility-certification-v30-may-2020.pdf>

# 5.5. Outdoor Facility Trends and Leading Practices

## Sport Field Trends

### Multi-Field Sites

While local neighbourhood and community provision of fields may be important to sustain, a continuing trend in the development of dedicated athletic fields is to develop these spaces as multi-field “hubs”. This practice has a number of advantages which include operational efficiencies, increased tournament hosting capacity, and the ability to develop amenities (washrooms, change facilities, concessions, parks) that can be shared between users of multiple fields.

When developing multi-field sites a number of design factors are important to consider such as:

- Ensuring that fields are spaced and oriented in such a manner that activity conflicts are minimized (e.g. baseballs/softballs being hit into an adjacent rectangular field or seating area)
- Adequate parking for tournaments and high use/peak hours
- Ensuring, if possible, that the site is developed to accommodate future growth and/or repurposing if warranted

### Capitalizing on Synergies with Adjacent Indoor Recreation Infrastructure

The practice of integrating athletic fields and indoor community facilities helps maximize the use of available land and can drive cross-utilization of facilities. This practice can additionally enhance event and tournament hosting capacity and functionality at athletic fields through the availability of meeting rooms, food service areas, and indoor warm-up areas at adjacent indoor facilities. The desire for indoor fields is also increasing.



UBC Sports Venues (Source: UBC website)

## Increasing Demand for Synthetic Turf

A significant trend impacting the provision of athletic fields is the growing user preference and demand for synthetic turf fields. Historically, this field type was often reserved for elite levels of sport with no or limited use by introductory and recreational levels of sport. However in many urban centres a broader array of user groups are increasingly looking to access synthetic turf fields in order to expand their season of use, limit rain-outs and field condition related cancellations, and enhance overall participant experience. Advancements in synthetic turf technologies have also fueled this trend. While in optimal circumstances many user groups may still have a preference for premium quality natural surfaces, advances in synthetic grass types of synthetic turf have narrowed the gap with regards to how the difference feels, reacts and functions.

While increasing levels of demand for synthetic turf exist, the cost of providing these surfaces remain significant and often results in user fees that are higher than many community user groups can afford. This dynamic has led to many communities initiating conversations on equity and accessibility as it relates to synthetic turf provision.



## Community Greenspace as a Location for Spontaneous Recreation and “Pick Up” Sports

While structured sport programs and user groups are often the primary consideration when planning for future athletic field spaces, the growing demand for passive or “spontaneous” recreation and leisure opportunities has forced many service providers to shift historical ways of thinking. While designated athletic fields can accommodate spontaneous and “pick up” activities, barriers to using these spaces often exist. These include being unaware if a field is booked by an organized user group, physical barriers (fencing) that permit access, and transportation to field sites.

To ensure spontaneous opportunities exist for residents, many municipalities are actively encouraging the use of greenspace for casual and “pick up” sports. In addition to encouraging physical and social activity, encouraging these activities in public greenspaces (i.e. grass areas in parks that are not used as organized sports fields) can result in a number of broader benefits which include:

- Increased utilization of parks and open spaces
- Reduction in deviant behaviour through increased resident value and regular use
- Increased opportunities for multi-generational recreation, sport, and physical activity

A number of municipalities have had success encouraging this practice in the following ways:

- Communicate and promote (through traditional and social media platforms) that “pick-up” sport is permitted in parks and open spaces
- Installation of washroom facilities
- Regular grass cutting and basic maintenance
- Signage in park spaces which promotes spontaneous recreational and spontaneous sport

## Increasing User Expectations and the Demand for Convenience Amenities

In general, expectations for recreation and sport facilities continue to increase. Active participants and spectators alike have higher expectations for the experience provided at facilities that they use and/or visit than in decades past. This trend is largely fueled by the significant investment made in recreation and sport infrastructure by municipalities of all sizes throughout Canada and beyond. This increased provision has raised expectations across the board and resulted in a highly competitive landscape. Convenience and comfort amenities expected by many users at recreation facilities (including multi-sport field sites) now include Wi-Fi, comfortable spectator seating areas, washroom facilities, change areas and child play areas. Investment in athletic field infrastructure in many municipalities has become driven by the demand for sites that can accommodate special events and tournaments.



## Providing Infrastructure for Emerging Sports

Municipalities in Canada have traditionally provided rectangular athletic fields designed for soccer and football as well as ball diamonds designed for hardball and softball. Emerging sport organizations such as Ultimate Frisbee and cricket are increasingly looking for dedicated field sites for their specific sports. Municipalities must be open to listening and responding to the needs of emerging sports and plan for scalability based on projected demand.

## Climate Change

Climate change is already impacting the design, maintenance and use of parks, trails and recreation facilities. Parks and trails are now recognized as an important climate change resiliency and adaptation strategy. Investing in parks and trails is now seen as a strategy to establish areas that sequester and store carbon and help to reduce carbon emissions through active transportation. Parks and trails are now being viewed as green assets that can help the region adapt to the effects of climate change (e.g., flood mitigation and control). At the same time, parks and trail users will experience more frequent weather interruptions but also enjoy extended peak activity seasons. Park operator's maintenance programs will need to shift because of changes in user activity patterns and there is growing expectation that efforts are being made to minimize emissions associated with providing and operating parks, trails and recreation facilities (e.g. fully electric mowers, trimmers, blowers, vehicles, alternative fuels).

## Active Transportation

The proportion of British Columbians seeking active transportation options to travel to work and to community activities continues to grow. In the Mainland/South West, 9.5% of people use active transportation to work and 9.5% use active transportation to community activities.<sup>6</sup> There has been an increase in awareness of the benefits of being active and the positive impacts it has on physical and mental health, reduction of carbon emissions and the financial savings. This trend has been reinforced during the COVID-19 pandemic. A quality interconnected and efficient active transportation network is required to enable residents to increasingly choose active transportation options and the region to realize the benefits of active transportation.



[facebook.com/lakecountry.gov/photos](https://facebook.com/lakecountry.gov/photos)

# 6

# Benchmarking

## 6.1. Benchmarking Context

Benchmarking provides additional insights into sport and recreation provision levels and was undertaken for the Needs Assessment to provide another data point for the Prioritization Framework as presented in Section 7. However, it is also important to recognize that benchmarking is an imperfect exercise with limitations that need to be considered in the appropriate context.

- Benchmarking is simply an overall comparison of infrastructure provision (the number of the amenity type that exist in a community) and does not factor in amenity quality or other important service level factors (e.g. cost to access, how the space is allocated, etc.).
- The benchmarking research compiles data from a number of secondary sources, primarily municipal planning documents and website. As municipalities count their inventory in different ways, some small margin of error likely exists. For example, sports fields and ball diamonds within a municipality's "bookable" inventory can be dependent on joint use agreements with the school system, cross-over fields, etc.
- Municipalities with a similar population to Lake Country were selected for the benchmarking exercise. However, every municipality is unique with different geographic factors, regional adjacencies (e.g. proximity to a nearby urban centre), historical context, etc.
- Further to the above point, another important factor to consider when reviewing benchmarking is historical growth patterns. The cost of constructing amenities such as pools and arenas has increased significantly over the past decade. Many communities with legacy infrastructure built from 1970-2000 would likely be unable to build those amenities today.

## 6.2. Benchmarking Findings

The following tables reflects the benchmarking findings by both overall quantity of the provision and service levels (number of residents per unit of provision).

NP - Not provided by the municipality

NA - Data not available or unable to be confirmed

**Table 21: Overall Quantity of Amenity Provision**

Municipality	Population (2021 Statistics Canada)	Arenas (Sheets of Ice)	Indoor Pools	Fieldhouses / Community Gymsnasiums (Non-School or Post- Secondary Operated Large Span Spaces)	Public Fitness Centres	Curling (Sheets of Ice)	Walking / Running Track	Sports Fields (Bookable Fields)	Ball Diamonds (Bookable Diamonds)	Tennis Courts (Dedicated or Multi-Use with Pickleball)	Pickleball Courts (dedicated or multi-use with tennis)
Fort St. John	21,465	3	1	1	0	8	1	2	17	3	4
Dawson Creek	12,323	2	1	0	1	8	1	3	7		4
Cranbrook	20,499	3	1	0	0	8	1	6	9	6	8
Nelson	11,106	2	1	0	1	5	0	6	4	NA	NA
Port Alberni	18,259	2	1	0	0	4	0	NA	NA	3	1
Summerland	12,042	1	1	0	1	4	0	3	5	11	4
Whistler	13,982	1	1	0	1	0	0	4	3	15	2
Oak Bay	17,990	1	1	1	2	4	0	NA	NA	NA	NA
<b>AVERAGE</b>	<b>15,958</b>	<b>1.9</b>	<b>1.0</b>	<b>0.3</b>	<b>0.8</b>	<b>5.1</b>	<b>0.4</b>	<b>4.0</b>	<b>7.5</b>	<b>7.6</b>	<b>3.8</b>
<b>Lake Country</b>	<b>15,817</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>11</b>

**Table 22: Service Levels (# of residents per unit of the amenity type)**

Municipality	Population (2021 Statistics Canada)	Arenas (Sheets of Ice)	Indoor Pools	Fieldhouses / Community Gyms (Non-School or Post- Secondary Operated Large Span Spaces)	Public Fitness Centres	Curling (Sheets of Ice)	Walking / Running Track	Sports Fields (Bookable Fields)	Ball Diamonds (Bookable Diamonds)	Tennis Courts (Dedicated or Multi-Use with Pickleball))	Pickleball Courts (Dedicated)
Fort St. John	21,465	7,155	21,465	21,465	NP	2,683	21,465	10,733	1,263	7,155	5,366
Dawson Creek	12,323	6,162	12,323	NP	12,323	1,540	12,323	4,108	1,760	NA	3,081
Cranbrook	20,499	6,833	20,499	NP	NP	2,562	20,499	3,417	2,278	3,417	2,562
Nelson	11,106	5,553	11,106	NP	11,106	2,221	NP	1,851	2,777	NA	NA
Port Alberni	18,259	9,130	18,259	NP	NP	4,565	NP	NA	NA	6,086	18,259
Summerland	12,042	12,042	12,042	NP	12,042	3,011	NP	4,014	2,408	1,095	3,011
Whistler	13,982	13,982	13,982	NP	13,982	NP	NP	3,496	4,661	932	6,991
Oak Bay	17,990	17,990	17,990	17,990	8,995	4,498	NP	NA	NA	NA	NA
<b>AVERAGE</b>	<b>15,958</b>	<b>8,511</b>	<b>15,958</b>	<b>63,833</b>	<b>21,278</b>	<b>3,114</b>	<b>42,555</b>	<b>3,990</b>	<b>2,128</b>	<b>2,100</b>	<b>4,163</b>
<b>Lake Country</b>	<b>15,817</b>	<b>15,817</b>	<b>NP</b>	<b>NP</b>	<b>NP</b>	<b>3,954</b>	<b>NP</b>	<b>3,954</b>	<b>3,163</b>	<b>2,636</b>	<b>1,757</b>

The regional context is also valuable to consider when assessing service levels. Noted below are some key service level considerations for Kelowna and Vernon.

#### Ice Arenas

- Kelowna has 6 sheets of ice at 4 facilities, which equates to a service level of 1 sheet of ice for every 24,096 residents.
- Vernon has 2 ice sheets located at a single site, which equates to a service level of 1 ice sheet for every 22,260 residents.

#### Curling

- Kelowna has 12 sheets of curling ice located at a single facility, which equates to a service level of 1 ice sheet for every 12,048 residents.
- Vernon has 8 sheets of curling ice located at a single facility, which equates to a service level of 1 ice sheet for every 5,565 residents.

## Aquatics

- There are currently 3 indoor pools in Kelowna, which equates to a service level of 1 indoor pool for every 48,192 residents.
- There is currently one pool in Vernon that services 44,519 in the city as well a broader regional funding area.

## Other Amenities

- Kelowna has 3 indoor turf surfaces, which equates to a service level of 1 surface for every 48,192 residents. In Vernon, the Indoor Sports Centre operated by the North Okanagan Youth Soccer Association encompasses a large span indoor field facility.
- Not including joint use (school) gyms, Kelowna has three gymnasium spaces available for public use, which equates to a service level of 1 gym for every 48,192 residents. The Dogwood Gym at the Vernon Recreation Centre site provides the 45,519 residents in Vernon with a multi-use gymnasium space.
- Kelowna has 2 indoor walking / running tracks, which equates to a service level of 1 track for every 72,288 residents. Vernon also provides a walking / running track which services its population of 45,519 residents.

## Summary of Benchmarking Findings



- Benchmarking suggests that the provision of indoor ice arenas and pools may be deficient in Lake Country, however as previously noted many of the other communities have legacy facilities and have not grown at nearly the same rate as Lake Country in recent years. The average service level in Kelowna and Vernon for these two amenities is also above the current population of Lake Country (e.g. approximately 1 pool for every 45,000 – 48,000 residents in Kelowna and Vernon).
- Public fitness centres and walking / running tracks are provided in approximately half of the comparator communities.
- While Lake Country does not have a pickleball “hub”, overall service levels for dedicated courts are better than comparators.
- Lake Country has similar ball diamond and sport field service levels to the comparator communities, however the benchmarking research was unable to verify the quality and types of ball diamonds that exist in the comparator communities.

# 7

# Potential Priorities and Amenity Strategies

## 7.1. The Prioritization Framework - Purpose and Overview

The overall desired outcome of the Needs Assessment was to identify potential sport and recreation infrastructure needs. A Prioritization Framework was developed to ensure that an initial ranking of potential needs occurred in a transparent and data driven manner that balances a wide array of important considerations. The Prioritization Framework brings together the research and engagement inputs (the findings presented in Sections 2 – 6 of this document) to identify initial priorities by scoring and ranking the various types of sport and recreation amenities. **The results of the Prioritization Framework are then used to inform the Amenity Strategies – the recommended move forward approaches for each type of sport and recreation amenity type.**

**How does the Prioritization Framework help inform future facility investment and next steps?**



## 7.2. Prioritization Framework Criteria and Scoring

### Framework Criteria

The Prioritization Framework is based around 9 criteria that reflect key considerations that need to be taken into account when setting priorities. While all of the criteria are important, a weighting value has been assigned to each criteria to reflect a relative level of importance. The weighting values are based on key values identified through the community engagement and strategic alignment with other Lake Country planning. The following table provides an overview of the criteria. The detailed scoring metric is in Appendix B.

**Table 23: Prioritization Framework Criteria Overview**

Criteria	Description	Weighting Value (1 – 4)
Public Demand	Utilizes data from the Household Questionnaire to provide a scoring value that reflects broad based public perspectives on future needs and priorities.	4
User Group and Stakeholder	Identified by 15 or more groups in the Group Survey.	3
Demand	Utilized findings from the Community Group Questionnaire and stakeholder discussions to identify key priorities and needs of user groups in Lake Country.	3
Utilization and Capacity Indicators	Considers key indicators from the utilization analysis that assesses whether an amenity type is facing (or may shortly face) capacity challenges.	2
Recreation Opportunity Benefits	Assesses the degree to which capital development of the amenity would add or enhance sport and recreation in Lake Country.	2
Capital Cost Impacts	Recognizes that some amenities cost more to build than others, an important factor that needs to be considered as part of the prioritization process.	2
Operating Cost Impact	Recognizes that some amenities also cost more to operate than others. This criteria brings these considerations into the prioritization process.	2
Benchmarking Indicators	Compares service levels in Lake Country to other jurisdictions.	1
Trends	Anticipates the future outlook for an activity by considering broader regional, provincial and national trends indicators (e.g. whether these indicators suggest that an activity is increasing, declining or remaining stable).	1
Economic Impacts	Recognizes that some amenity types have the potential to provide economic benefits by generating non-local visitation and associated spending.	1

## Top 10 Amenity Types

The Prioritization Framework scored and ranked 36 different amenity types. Table 24 identifies the top 10 sports and recreation amenity types. Please refer to Appendix B for the detailed scoring results.

*\*Note: A number of passive park spaces and features were also included in the Prioritization Framework ranking and scoring exercise to assess relative need and priority for future planning purposes, but are considered out of scope of the Sport and Recreation Needs Assessment. As such, the following chart does not include highly ranked amenities such as community parks, playgrounds, and sledding / toboggan hills.*

**Table 24: Top 10 Ranked Sport and Recreation Amenity Types**

Rank	Amenity	Weighted Score
1	Fitness / Wellness	34
2	Walking / Running Track	32
3	Pickleball Courts	31
4	Bike Skills Park	29
5	Aquatics (indoor and outdoor)	28.5*
6	Sports Fields (grass and artificial turf)	25*
7	Gymnasium Type Spaces	24
8	Indoor Field Facilities	23
9	Ball Diamonds	22
10	Ice Arena Facilities	21

*\*These amenities have sub-categories. A median score was calculated.*



## 7.3. Amenity Strategies

The following Amenity Strategies provide recommended future actions and next steps for the top 10 indoor and outdoor amenity types identified by the Prioritization Framework as well as a handful of additional amenity types that have been identified as requiring future direction. These Amenity Strategies build on the Prioritization Framework by bringing in other practical considerations, including: current facility condition, land supply, resourcing realities, and in some cases the need for additional information. As previously noted in this study document, these Amenity Strategies are not binding and are rather intended to guide future decision making.

**Table 25: Recommended Amenity Strategies (Indoor)**

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Aquatics	<ul style="list-style-type: none"> <li>Undertake feasibility analysis when the District population approaches 20,000 residents. Feasibility analysis should explore: <ul style="list-style-type: none"> <li>» Capital and operating costs</li> <li>» Partnerships models and opportunities</li> <li>» The scale of facility needed</li> <li>» A range of facility options (e.g. indoor, outdoor, hybrid indoor-outdoor)</li> <li>» Potential multi-use synergies and opportunities with other sport and recreation infrastructure</li> </ul> </li> </ul>	
Curling	<ul style="list-style-type: none"> <li>Monitor utilization, participation numbers, and work with the Club to grow the sport.</li> <li>Continue to identify opportunities to maximize use of the space for off-season use.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Fitness / Wellness Facilities	<ul style="list-style-type: none"> <li>Continue to identify opportunities to maximize access and use of the existing fitness room at George Elliot Secondary School.</li> </ul>	<ul style="list-style-type: none"> <li>Include a fitness centre as part of a new indoor arena and/or other new multi-sport facility if developed.</li> </ul>
Gymnasiums / Large Span Spaces	<ul style="list-style-type: none"> <li>Monitor utilization and impacts now that the Ecole H.S. Grenda Middle School Gymnasium is online in a post-pandemic context.</li> <li>Continue to maximize community access for structured and unstructured activity to the George Elliot Secondary gymnasium.</li> </ul>	<ul style="list-style-type: none"> <li>Re-assess need for incremental gymnasium / large span multi-sport space in 5-7 years. If future need is identified, consider undertaking a feasibility study for a multi-sport facility.</li> <li>If the District pursues developing an artificial turf field in the future, consider the viability of an air supported structure to provide indoor sport and recreation space during the winter months.</li> </ul>

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Ice Arenas	<ul style="list-style-type: none"> <li>Continue to ensure adequate lifecycle investment to sustain the existing arena.</li> <li>Undertake the necessary planning to analyze adding a second sheet of arena ice. This planning should focus on the following key considerations: <ul style="list-style-type: none"> <li>Strategies to ensure that both ice sheets in the community are at a single site (e.g. adding onto the existing arena or a longer term plan at a new site that would involve developing a second sheet when the current arena is at end of life).</li> <li>Partnership opportunities.</li> <li>Working with key ice user groups to get firm commitments on ice bookings.</li> <li>Validating that a new sheet of ice will be accessible and provide broad based community benefit.</li> <li>Opportunities to meet broader community recreation and sport needs (e.g. inclusion of complementary amenities and spaces).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop and commission the recommended second sheet of ice.</li> </ul>
Walking / Running Tracks	<ul style="list-style-type: none"> <li>Include in a new indoor arena and/or future indoor multi-sport facility.</li> </ul>	
Other Program Spaces (multi-purpose program rooms, youth spaces, community meeting rooms, etc.)	<ul style="list-style-type: none"> <li>No specific actions needed at this time, however use of current spaces and community need should continue to be monitored on an ongoing basis.</li> <li>Assess opportunities for including these amenities and spaces as part of future facility planning.</li> </ul>	

**Table 26: Recommended Amenity Strategies (Outdoor)**

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Ball Diamonds	<ul style="list-style-type: none"> <li>Sustain the current ball diamond inventory. If future facility development on the Winfield Recreation Centre site impacts the existing ball diamond, a new ball diamond site should be identified.</li> <li>Work with the baseball community to develop pre-requisite targets that need to be in place before the District considers investment in dedicated baseball diamonds. These targets could include establishing a formal minor baseball organization, validating participation numbers, and fundraising goals.</li> </ul>	<ul style="list-style-type: none"> <li>If the pre-requisite targets are met and demonstrate a need for investment in baseball infrastructure, work with the baseball community to identify potential sites and opportunities.</li> </ul>
Pickleball Courts	<ul style="list-style-type: none"> <li>Continue to monitor use of existing pickleball courts – including the collection of better data that can help guide future investment decisions.</li> <li>Work with the local pickleball community to foster capacity and build relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Work collaboratively with the pickleball community to develop a long-term plan for an outdoor pickleball “hub” (12+ courts).</li> <li>Ensure pickleball needs are considered as part of any future indoor multi-sport facility study.</li> </ul>
Sports Fields	<ul style="list-style-type: none"> <li>Initiate planning to add rectangular sports field capacity. This planning should assess a range of potential approaches that could include: <ul style="list-style-type: none"> <li>» Retrofitting an existing natural surface field to artificial turf in order to enable expanded shoulder season capacity.</li> <li>» Identifying a new site for the development of natural surface sports fields.</li> <li>» Re-imaging the Beasley Park site to maximize field orientation and capacity.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Undertake capital sports field investment based on the results of the planning.</li> </ul>
Tennis	<ul style="list-style-type: none"> <li>Sustain the current supply of courts.</li> <li>Collect better court utilization data to inform future decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Re-assess tennis court needs in 5 – 7 years.</li> </ul>

Sport and Recreation Amenity Type	Short Term (0 – 5 Years)	Medium to Long-Term (5+ Years)
Wheeled Sports	<ul style="list-style-type: none"> <li>Develop the proposed mountain bike park (planning currently underway).</li> <li>Ensure sufficient ongoing lifecycle re-investment into the skatepark located at Swalwell Park.</li> </ul>	<ul style="list-style-type: none"> <li>Assess opportunities for skate spots and pump tracks as part of future park planning.</li> </ul>
Other Park Amenities and Spaces	<ul style="list-style-type: none"> <li>Follow direction provided by the Parks and Recreation Master Plan and consider an update between 2025 – 2027.</li> </ul>	





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## Appendices

### Appendix A: Participating Community Groups & Stakeholders

Organization	Community Group Questionnaire	Stakeholder Discussion Session
Age and Access Friendly Committee		✓
BCSSA Okanagan Region Swimming	✓	
Blue Heron Villa	✓	
Boys and Girls Club Okanagan		✓
Central Okanagan Public Schools - HMS	✓	
CRIS Adaptive	✓	
École H.S. Grenda Middle		✓
Friends of Okanagan Rail Trail Society	✓	
George Elliot Secondary School		✓
Kelowna Men's Soccer League	✓	
Kelowna Ringette Association	✓	
Kelowna Touch Football League	✓	
KidSport - Lake Country	✓	
Lake Country Brazilian Jiu-Jitsu	✓	
Lake Country Community Policing	✓	
Lake Country Health	✓	
Lake Country Heritage & Cultural Soc	✓	

Organization	Community Group Questionnaire	Stakeholder Discussion Session
Lake Country Judo and Martial Arts	✓	
Lake Country Padel	✓	
Lake Country Pickleball Club	✓	✓
Lake Country Riders	✓	
Lake Country Rotary Club	✓	✓
Lake Country Sail & Paddle Club	✓	
Lake Country Seniors Centre Society	✓	✓
Lake Country Soccer Society	✓	
Lake Country Softball Association		✓
Lake Country Tennis		✓
Lake Country Youth Soccer Association	✓	✓
Next Level Hockey	✓	
Ogopogo Swim Club	✓	
Okanagan Centre Community Hall	✓	
Oyama Pickleball Tues/Thurs am	✓	
Rink Hockey Academy Kelowna	✓	✓
Run club	✓	
Winfield & District Minor Hockey	✓	✓
Winfield Curling Club	✓	✓
Winfield Horseshoe Club	✓	
Winfield Memorial Hall	✓	
Winfield Oldtimers Sportsmen Association	✓	
Winfield Skating Club		✓

# Appendix B: Prioritization Framework Scoring Metric and Results

## Scoring Metric

CRITERIA	3 PTS	2 PTS	1 PT	0 PTS	WEIGHTING VALUE
Public Demand	Identified by >50% of Household Questionnaire respondents.	Identified by 30 - 50% of Household Questionnaire respondents	Identified by 20 - 29% of Household Questionnaire respondents.	Not identified by 20% or more of Household Questionnaire respondents.	4
User Group and Stakeholder Demand	Identified by 15 or more groups in the Group Survey.	Identified by 7 - 14 groups in the Group Survey and/or commonly referenced in the stakeholder discussions.	Identified by 5 - 6 groups in the Group Survey.	No identified by 5 or more groups in the Group Survey or commonly referenced in the stakeholder discussions.	3
Utilization and Capacity Indicators	Available data suggests that the amenity type is currently at or nearing capacity.	Available data suggests that the amenity type currently has some remaining capacity but could be at or over capacity within the next 10 years based on growth.	N/A <i>Spontaneous use and bookable amenities for which data is not available are assigned a "1" score.</i>	The amenity is a bookable space with no identified capacity challenges based on available data.	2
Recreation Opportunity Benefits	Providing this amenity would facilitate new types of programming that are not currently possible or limited in the region.	Providing this amenity would facilitate new types of programming that are not currently possible or limited in Lake Country but available in the region.	Investing in this amenity will enhance the provision of an amenity type that the District currently provides.	Investing in this amenity type will duplicate what is already sufficiently provided.	2
Capital Cost Impacts	Low (<\$ 1m)	Low-Moderate (e.g. \$1 - \$5 M)	Moderate (e.g. \$5 - 10 M)	High (e.g. > \$10 M)	2

CRITERIA	3 PTS	2 PTS	1 PT	0 PTS	WEIGHTING VALUE
<b>Operating Cost Impacts</b>	Net Revenue Positive	Low-Moderate Annual Subsidy (e.g. \$0 - \$100,000)	Moderate Annual Subsidy (e.g. \$100,000 - \$500,000)	High Annual Subsidy (e.g. >\$500,000)	2
<b>Benchmarking Indicators</b>	Benchmarking suggests that the District is deficient in the provision of this amenity type.	N/A	Benchmarking suggests that the District provides this amenity type at similar levels to comparators.	Benchmarking suggests that the District provides this amenity at better levels than comparators.	1
<b>Trends</b>	Strongly aligns with regional, provincial and national trends.	N/A	Some indication of trends alignment.	Not identified as a trend.	1
<b>Economic Impact</b>	Opportunity to generate significant levels of non-local spending.	N/A	Opportunity to generate moderate levels of non-local spending.	Minimal or no impact on non-local spending.	1

## Indoor Scoring

Amenity	Public Demand	User Group and Stakeholder Demand	Utilization and Capacity Indicators	Recreation Opportunity Benefits	Capital Cost Impacts	Operating Cost Impacts	Benchmarking Indicators	Trends	Economic Impact	Weighted Score
Fitness / wellness facilities	2	2	1	2	2	2	3	3	0	34
Walking / running track	2	2	1	2	2	2	1	3	0	32
Aquatics facility (pool)	3	2	1	2	0	0	3	3	1	31
Gymnasium type spaces	1	2	2	1	1	1	1	3	0	24
Indoor field facilities	0	2	1	2	1	2	1	1	3	23
Ice arena facilities	0	2	3	1	0	1	1	1	3	21
Parkour room / gymnastics space	0	0	1	2	2	2	1	3	0	18
Archery lanes / range	0	0	1	2	3	2	1	0	0	17
Sport courts	0	0	1	1	3	2	1	1	0	16
Community group office / admin space	0	0	1	2	2	2	1	1	0	16
Dance / program / martial arts rooms	0	0	1	1	3	2	1	0	0	15
Indoor climbing wall	0	0	1	2	2	1	1	1	0	14
Youth centre / dedication activity spaces	0	1	1	0	2	1	1	1	0	13
Leisure ice surfaces (non hockey)	0	0	1	2	2	1	1	0	0	13
Social banquet facilities	0	0	1	1	1	2	1	0	1	12
Multi-purpose program / meeting rooms	0	0	1	0	2	2	1	0	0	11
Community hall / banquet facilities	0	0	1	0	1	2	1	0	1	10
Curling rinks	0	0	1	0	1	1	1	0	3	10
Seniors centre / dedicated activity spaces	0	0	1	0	2	1	1	0	0	9

## Outdoor Scoring

Amenity	Public Demand	User Group and Stakeholder Demand	Utilization and Capacity Indicators	Recreation Opportunity Benefits	Capital Cost Impacts	Operating Cost Impacts	Benchmarking Indicators	Trends	Economic Impact	Weighted Score
Pickleball courts	1	2	2	1	3	2	1	3	1	31
Bike skills facilities	1	2	1	2	2	2	1	3	1	29
Sports fields – artificial turf	0	2	2	2	2	2	1	3	1	27
Outdoor aquatics amenities	2	2	1	2	1	1	1	1	0	26
Community parks and playgrounds	2	0	1	1	3	2	1	3	0	26
Sports fields - grass	0	2	2	1	3	2	1	0	0	23
Ball diamonds	0	1	2	1	3	2	1	1	1	22
Sledding / tobogganing hills	1	0	1	1	3	2	1	1	1	21
Outdoor boarded skating rinks	1	0	1	1	3	2	1	0	0	19
Outdoor fitness equipment	0	1	1	1	3	2	1	1	0	19
Disc golf course	0	0	1	1	3	2	1	1	1	17
Multi-purpose sport courts	0	0	1	1	3	2	1	1	0	16
Beach volleyball courts	0	0	1	1	3	2	1	0	0	15
Archery range	0	0	1	1	3	2	1	0	0	15
Tennis courts	0	0	1	1	3	2	1	0	0	15
Track and field spaces	0	0	1	1	2	2	1	0	1	14
Skateboard parks	0	0	1	1	2	2	1	1	0	14

