

KAWARTHA LAKES

SPORT AND RECREATION STRATEGY



The purpose of this strategy is to outline a framework for all stakeholders in the City of Kawartha Lakes to strengthen and enhance the delivery of, and participation in, the sport and recreation sector.

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In consultation with Kawartha Lakes Sport and Recreation Council partner agencies:

Community Living Kawartha Lakes

Community Care City of Kawartha Lakes

Boys and Girls Clubs of Kawartha Lakes

Haliburton, Kawartha, Pine Ridge District Health Unit

City of Kawartha Lakes Parks, Recreation and Culture Division

Lindsay Gymnastics Centre

Lindsay Wildcats Basketball

Lindsay Rugby Football Club

Kawartha Lakes Soccer Club

Lindsay and District Sports Hall of Fame

Kawartha Cycling Club

With contributions from:

Ontario Early Years Centre

Trillium Lakelands District School Board

Peterborough Victoria Northumberland and Clarington Catholic District School Board

Over 50 sport and recreation organizations and stakeholders who informed the Kawartha Lakes Sport and Recreation Strategy through their participation in the consultation process.

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KAWARTHA LAKES

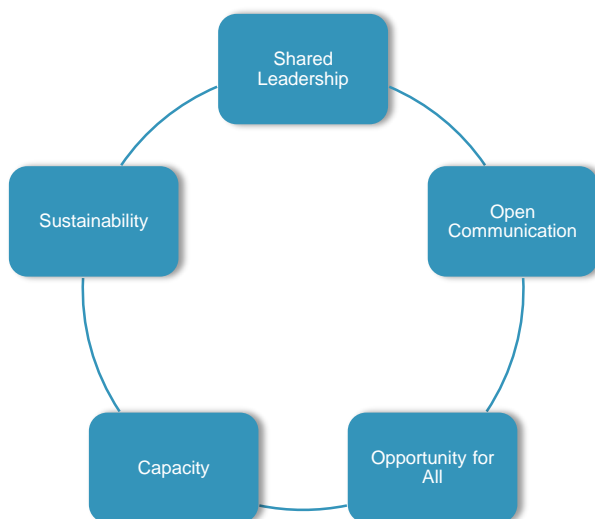
SPORT AND RECREATION STRATEGY

EXECUTIVE SUMMARY

The City of Kawartha Lakes is a healthy and active community with an existing infrastructure of knowledgeable volunteers, recognition events and sound programming that play a vital role in the overall health and well-being of its residents. Recognizing changing community needs and an opportunity for increased collaboration amongst sport and recreation stakeholders, the Kawartha Lakes Sport and Recreation Council secured funding to develop a sport and recreation strategy for the entire sector.

The sport and recreation strategy is intended to provide direction and recommendations to support the sustainable growth and changing landscape in the delivery of sport and recreation in the City of Kawartha Lakes. The strategy will foster a collaborative environment within the sector that will allow for increased capacity, increased access and higher participation in sport and active recreation. It will also lead to safer, higher quality and more efficiently delivered programs.

The vision of the sport and recreation strategy identified the following strategic goals:



VISION

By 2025, the sport and recreation community in the City of Kawartha Lakes will be recognized for its progressive and collaborative leadership, enhancing the provision of opportunities for all people to be active to the extent of their ability and interest.



Sport & Recreation Strategic Goals	
Shared Leadership	A shared leadership approach is taken to develop sport and recreation – ensuring collaboration, investment, and involvement from key stakeholders
Open Communication	Opportunities for shared planning, consultation, and cross-promotion are the norm
Opportunity For All	All citizens, regardless of age, ability, economic status, gender, culture, language and location are aware, connected and able to access sport and recreation
Capacity of our Sport & Recreation Community	Increase capacity of community sport and recreation providers, programs, participants, and services
Sustainability	Sport and recreation stakeholders have the human, financial and physical capital to deliver safe and high quality programs

Recommendations

The Recommended Timelines for the Recommended Actions below are defined as the following:

- Immediate Action: 0-12 months
- Short-Term Action: 1-2 years
- Medium-Term Action: 3-5 years
- Long-Term Action: 5+ years

Shared Leadership

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
1A	Commitment from municipality, sport & recreation groups, health and education stakeholders in the development of a collaborative leadership framework for sport & recreation in the CKL	Immediate	KLSRC Steering Committee
1B	Establish an advisory committee of key sport and recreation stakeholders that addresses a new era of working together towards positive systems change	Immediate	KLSRC Steering Committee
2	Develop a Terms of Reference and Memorandum of Understanding for key stakeholders in the implementation of the SRS	Immediate	Advisory Committee
3	Establish an evaluation and reporting process for the SRS	Immediate	Advisory Committee
4	Ensure the advisory committee provides regular reports to the broader sport and recreation sector on its work	Immediate and Ongoing	Advisory Committee
5	Identify clear and concise roles for organizations involved in implementing the SRS to ensure they have a defined focus and can realistically commit to achieving desired outcomes	Immediate	Advisory Committee

Open Communication

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
6	Through active communication network, establish effective methods of information sharing and knowledge transfer	Short	Advisory Committee, KLSRC Communications sub-committee
7	Host an annual sport and recreation meeting to discuss current challenges, successes and best practices	Short	Advisory Committee
8	Working with various communication outlets and partners, KLSRC to be a one stop shop for communicating all sport and recreation opportunities	Short	KLSRC Communications sub-committee
9	Coordinate joint promotion for all sport & rec opportunities available through various mediums – e.g. a sport & recreation fair, events such as Try It Week, using the PRC Community Guide as a comprehensive community listing/registration opportunity, online listing on KLSRC website	Short	Advisory Committee, KLSRC Communications sub-committee

Opportunity for All

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
10	Conduct an asset mapping exercise to identify current programs, specific barriers and gaps within the sector	Immediate	Advisory Committee, KLSRC

			Steering Committee
11	Utilize the asset mapping exercise to create a plan that identifies priorities for implementation, potential projects and key timelines	Short	Advisory Committee, KLSRC sub-committees
12	Ensure that the necessary resources are available to support the integration of Physical Literacy and Long Term Athlete Development concepts in to all sport and recreation opportunities	Medium/Long	Advisory Committee, KLSRC Physical Literacy (PL) sub-committee
13	Coordinate with community leaders and organizations to create a focused strategy for adults to ensure the availability of accessible active living opportunities necessary for lifelong participation	Medium/Long	KLSRC Access & PL sub-committees
14	Coordinate multi-activity, multi-sport and cross-training programs that develop fundamental movement skills across Long Term Athlete Development stages	Medium/Long	KLSRC PL sub-committee
15	Advocate and develop supports for cost effective programs to be delivered in CKL to allow residents to participate and have access to various sport and recreation opportunities	Medium	Advisory Committee, KLSRC Access sub-committee
16	Clearly define and promote CKL PRC Partnership Program as a platform to support the growth and development of existing and new sport and recreation opportunities	Short	CKL PRC
17	Promote the Join in CKL Access Friendly Toolkit to providers and work towards creating transparent access-friendly policies for more financially accessible programming	Medium	KLSRC Access sub-committee

Capacity of our Sport and Recreation Community

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
18	Through KLSRC website, create and provide a centralized resource hub or “knowledge centre” for providers that shares best practices for governance, financial management, and other needs of the sector	Short	KLSRC Communications sub-committee
19	Host an annual sport education summit focused on various topics surrounding the delivery of sport and recreation needs in CKL	Medium	KLSRC Steering Committee, Central East Physical Literacy Project (CEPLP)
20	Work with sector providers to identify certification needs to coordinate training and certification clinics (LTAD stage appropriate coaching, first aid, concussion, etc.)	Short	KLSRC PL sub-committee, CEPLP

21	Provide educational opportunities to train providers on the integration of physical literacy and LTAD concepts to build capacity with quality age and ability appropriate programs	Short	KLSRC PL sub-committee, CEPLP
22	Develop an implementation plan for the Volunteer Development Strategy that also addresses an aging volunteer workforce while promoting opportunities to develop young leaders in CKL	Medium	Advisory Committee, KLSRC Organizational Development sub-committee
23	Sport and recreation sector to be part of the Intersectoral consultation process (see below #26) when updating municipal plans, strategies and infrastructure pertaining to sport and recreation (e.g. Tourism Strategy for the City, Parks Recreation & Culture Strategic Plan, facility closures, updates, re-purposing, etc.)	Short	KLSRC Steering Committee

Sustainability

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
24	Create a strategy that promotes the benefits of investment in, and importance of, access to sport and recreation	Short	Advisory Committee, KLSRC Steering Committee
25	Research and collaborate on securing grant funding programs from various governments, charities and private corporations that support the SRS	Immediate	KLSRC Steering Committee, Coordinator
26	CKL PRC to create an intersectoral consultation process that addresses the diversity of current and emerging community needs for quality sport and recreation infrastructure	Short	CKL PRC
27	Advocate for CKL Parks, Recreation and Culture to update their Strategic Plan to allow PRC to create alignment with stakeholders as described through relevant recommendations of the Strategy, especially building on the Shared Leadership model	Short/Ongoing	Advisory Committee, KLSRC Steering Committee
28	Explore opportunities to develop a sport tourism strategy with various stakeholders that drives revenue and economic development opportunities for KLSRC and the broader community	Long	KLSRC Steering Committee, CKL Economic Development

1.0 INTRODUCTION

1.1 Context and Purpose for Strategy

In January 2015 the Kawartha Lakes Sport and Recreation Council (KLSRC) was able to source funding to develop a community-driven sport and recreation strategy that all stakeholders in the sport and recreation sector within the City of Kawartha Lakes (CKL) could support and implement. Through an RFP process, KLSRC chose Community Sport Councils Ontario (CSCO) to assist in the development of

the Sport and Recreation Strategy (SRS), given their abundance of experience working with multiple sport and recreation stakeholders within communities across Ontario.

The KLSRC was developed through a process of working with a number of community partner organizations, Community Sport Councils Ontario and Canadian Sport for Life as well as other sport and recreation groups who have a vested interest in the development of quality sport, recreation and active living opportunities.

The SRS is well aligned with and supports the second goal of the CKL 2016-2019 Municipal Strategic Plan by providing new means to ensure an exceptional quality of life through improved wellness, well-being and community health.

WHY DOES KAWARTHA LAKES NEED A SPORT AND RECREATION STRATEGY?

With changing community, municipal, provincial, and federal priorities it is imperative that sport and recreation stakeholders align interests to create a “systems change” for the benefit of the CKL community. Many studies have been undertaken in Canada demonstrating low activity rates among adults and children. Providers are seeing a decrease in participation of ‘traditional’ sports, but new recreation opportunities are emerging; the sport and recreation sector needs to be ready and willing to change with this shift. If Kawartha Lakes maintains the “status quo” in its current sport and recreation delivery model, emerging opportunities could be lost. This strategic plan sets out a clear direction with actions to guide the future planning and provision of sport, recreation, and active living opportunities in the City of Kawartha Lakes. It outlines how quality sport and recreation programs can continue to thrive and grow in the region, allowing opportunities for all residents to choose an active lifestyle that improves health, educational and social outcomes and community well-being. Quality opportunities for participation support the continued development of individual physical literacy and increased activity levels over time, as well as positively impact long-term community development. With a clear direction and agreed upon actions provided throughout the strategy, energy and resources will be effectively prioritized across the sector. Through a shared vision for sport and recreation, the CKL can find ways to ensure all members of the community have the opportunity to maintain healthy and active lives throughout the lifespan. “Cradle-to-grave” participation improves individual and community health and well-being and has the power to foster the development of an expansive culture of active living for all.

DELIVER A SHARED VISION AND DIRECTION FOR SPORT AND RECREATION

The Kawartha Lakes Sport and Recreation Strategy establishes a clear direction and priority actions to enable residents in the City of Kawartha Lakes to have accessible sport and recreation opportunities for all ages and abilities. The SRS also ensures a strengthened collective voice that shares—and advocates for—the needs of the sport and recreation sector in the CKL.

WORK TOGETHER SUCCESSFULLY

The Strategy encourages the sectors of sport, recreation, education, health and community stakeholders at large to coordinate efforts to remove barriers to participation in sport and recreation, deliver higher quality experiences, and support the pursuit of excellence in all activities. Through a shared and collaborative leadership approach, sport and recreation stakeholders can align interests to meet broader community goals as outlined within their strategic, operational and programming delivery plans.

COORDINATED DECISION MAKING FOR EFFECTIVE USE OF RESOURCES

Through this Strategy, we will minimize duplication while building on the collective strengths of the sector. It will clearly establish what lead and supporting roles each party plays in making sport and recreation happen. Decisions about future planning, investment and execution of sport and recreation opportunities will be made in the context of a clear future vision and direction.

INTEGRATE PLANNING

Through the SRS, physical literacy will be utilized as a means to provide new direction for a range of plans, policies, programming, and strategies relating to sport and recreation in the CKL which is inclusive of traditional and non-traditional partners.

Physical literacy is “the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.”

International Physical Literacy Association

1.2 Scope of Strategy

High quality sport, recreation and active living opportunities that incorporate the principles of physical literacy lay the foundation for an active life. For the purposes of the SRS, please refer to the following definitions:

Sport is...

...physical activity that is organized, involves the observation of rules, and may be participated in either individually or as a team.

Recreation is...

...structured or unstructured physical activity done for lifestyle, well-being, health and/or enjoyment. It may be participated in either individually, with a group or as a team.

Sport and Recreation Stakeholders are...

...any individual, agency, business or organization that enables, supports, funds, or delivers sport and recreation opportunities, with an interest in developing physical literacy and observing positive outcomes in health, education, and community development.

These definitions of sport and recreation have and will guide the direction, values and goals of the SRS and its implementation.

The sport and recreation sector is incredibly diverse and multiple groups contribute to its delivery within the City of Kawartha Lakes. The sector includes national sport organizations (NSOs), provincial sport organizations (PSOs), regional/local sport organizations, sport and recreational clubs or groups, event rights holders, community or commercial recreation and sport providers and facility operators. The sector also encompasses other organizations and agencies that enable, support, fund or deliver sport and recreation as a catalyst for other outcomes such as health benefits, social inclusion, and community development.

Not included within the scope of the SRS are recommendations with relation to facility infrastructure development or management. The municipality is currently undertaking a Core Services review to ensure it is adequately meeting the needs of the community. A large part of the CKL review is examining City-owned parks and recreation facilities and there is the possibility that facilities may close as a result of this process. This makes it particularly important for the municipality to engage all sport

and recreation stakeholders in the consultation process to ensure the best possible infrastructure decisions are made to facilitate the development and growth of new and existing opportunities for active participation in the CKL.

1.3 Methodology

In undertaking this Strategy, Community Sport Councils of Ontario (CSCO) conducted a comprehensive review of a number of documents at a local, provincial, and national level. At a local level, CSCO reviewed the following strategies and documents to aid in shaping the recommended direction for the SRS:

- City of Kawartha Lakes 2016-2019 Strategic Plan
- City of Kawartha Lakes Parks, Recreation and Culture Strategic Plan (2004)
- City of Kawartha Lakes 10 Year Cultural Master Plan (May 2013)
- CKL Poverty Reduction Strategy
- Currently completed Core Service Review reports: a review of over 40 core services provided by CKL to determine how to best deliver services in the community

In addition to these reports, CSCO undertook the following steps in preparing the SRS:

- Background research and data collection on national and provincial policies and trends in sport and recreation in Canada (including National Recreation Framework, Canadian Sport Policy, Active Canada 20/20, Canadian Sport For Life and multiple sport, recreation and physical activity plans from across the globe)
- Hosted community consultation sessions with key community stakeholders to conduct a SWOT analysis/asset mapping exercise, and develop ideas for a draft vision of the strategy
- Refined draft vision and strategy outline in consultation with the KLSRC Coordinator and Steering Committee
- Developed a draft sport and recreation strategy
- Shared the draft strategy with key community stakeholders and requested feedback. Finalized the strategy based on suggested changes
- Presented the Sport and Recreation strategy to the KLSRC Steering Committee

Through the review of the appropriate documents, policies and the process followed to collect community input, CSCO was able to provide recommendations based on the strengths and weaknesses of the community and gaps identified. As such, the SRS provides a road map that establishes a shared leadership model that will ensure the alignment of multiple stakeholders in the sport and recreation sector in the CKL.

1.4 Benefits of Sport and Recreation

Physical inactivity is known to be the fourth leading cause of global mortality. Many of the leading causes of ill health, such as coronary heart disease, cancer and type 2 diabetes, could be prevented if more inactive people were to become active. In addition to reducing premature death and the incidence of disease, participating in physical activity also has benefits for mental health, quality of life and well-being, and maintaining independent living in older age. It can also play a key role in reducing health and social inequalities. It is important to note the impact of physical activity is not exclusively linked to a

specific condition or disease but can positively impact a variety of conditions/risk factors simultaneously.

Many communities across Canada are beginning to implement strategies that address the development of physical literacy skills across all stages and abilities of life as a means to influence physical activity rates. Key facts relating to increased physical activity participation and the potential reduction in population incidence or risk of developing these diseases are summarized below.

2.0 ENVIRONMENTAL SCAN

2.1 Policy Context

Federal, provincial and municipal policies and sport/recreation plans were examined in order to provide guiding values, principles and support for the SRS in CKL. The recommendations contained within the SRS align with the Canadian Sport Policy and Canadian Sport for Life movement.

Sport and recreation represent a very important factor in our day to day lives. There are many published reports that acknowledge the various benefits of sport and physical activity including mental health, reduced risks of chronic diseases, community development (economic and social), decreased health costs, as well as confidence and overall happiness to name a few. However, are we getting enough activity? The Canadian Physical Activity Guidelines for Children and Youth (2015) recommends that children and youth ages 5 to 17 get at least 60 minutes of daily moderate to vigorous intensity physical activity (MVPA). Despite these recommendations, new data from Statistics Canada reveal that only 9% of 5 to 17-year-olds in Canada meet this target (2012-13 CHMS, Statistics Canada). Children that are inactive have fewer opportunities to develop the physical literacy skills that are essential for lifelong participation – inactive children become inactive adults. This is a worrying finding given the links of physical inactivity to a clustering of cardiovascular disease risk factors (e.g. higher blood pressure, insulin and cholesterol levels). Additionally, physical inactivity has a significant economic burden in Canada with estimated annual costs in the billions. The importance of physical activity for children and youth remains as relevant and important as ever before.

Although Canada has performed relatively poorly in getting children and youth physically active, there are some international movements and policies that have been adopted recently that have started to push a national agenda among government and other organizations to support a mandate for sport and recreation to be a higher priority. In 2013 the World Health Assembly adopted the World Health Organization Global Strategy on Diet, Physical Activity and Health. In addition to this, the United Nations identified physical inactivity as an important global determinant of non-communicable diseases (NCDs) at their 2011 high-level meeting on the prevention and control of NCDs. These international strategies have acted as a catalyst for national sport and recreation policies and movements in Canada, which are highlighted next.

NATIONAL POLICY CONTEXT

Canadian Sport Policy (2012)

The Canadian Sport Policy (CSP) sets the direction for all governments, institutions, and organizations that are committed to realizing the positive impacts of sport on individuals, communities and society. The CSP was designed to be implemented by complementary action plans developed by governments individually and collectively (including municipal governments) and by non-government organizations in the sport and related sectors.

CSP Vision: *To have by 2022: A dynamic and innovative culture that promotes and celebrates participation and excellence in sport*

This vision applies to all Canadians so that they may take part in sport “to the best of their abilities”. It promotes a commitment to learning and to ensuring we use best practices which sees us forge collaborative partnerships within the sport system as well as with other sectors such as health and education. It also includes other organizations such as community sport councils. The policy is geared towards those who practice and provide sport in all its forms including organized and unorganized sport in educational institutions, parks and sport centers of all kinds.

In June of 2012 all provincial Ministers responsible for sport, physical activity and recreation endorsed the policy, which set out five broad goals:

- Introduction to Sport
 - FUNdamentals of sport are introduced (primarily through clubs, schools and recreation departments) with an emphasis on FUN!
- Recreational Sport
 - Individuals are able to participate in organized/unorganized sport programs or activities with the primary motivations being fun, social interaction, health and relaxation
- Competitive Sport
- High Performance Sport
- Sport for Development
 - Quality sport and recreation is a tool for community and economic development, and the promotion of positive values at home and abroad

Canadian Sport for Life and Physical Literacy

Canadian Sport for Life (CS4L) is a national movement to improve the quality of sport and physical activity in Canada. CS4L links sport, education, recreation, and health and aligns community, provincial and national programming. CS4L’s Long-Term Athlete Development framework is a seven-stage training, competition and recovery pathway guiding an individual’s experience in sport and physical activity from infancy through all phases of adulthood. This movement has led to a paradigm shift in the way in which Canadians lead and deliver sport and physical activity in Canada.

The seven stages of the Long-Term Athlete Development Pathway are:

- Stage 1: Active Start (Ages 0-6)
- Stage 2: FUNdamentals (Girls 6-8, Boys 6-9)
- Stage 3: Learning to Train (Girls 8-11, Boys 9-12)
- Stage 4: Training to Train (Girls 11-15, Boys 12-16)
- Stage 5: Training to Compete (Girls 15-21, Boys 16-23)
- Stage 6: Training to Win (Girls 18+, Boys 19+)
- Stage 7: Active for Life (Any Age)

The various stages support the development of the ‘whole’ person (mind, body, spirit). Included throughout the development process are various stages of physical literacy. Physical literacy is developed in a variety of environments including on the ground, in and on the water, on snow and ice and in the air; all of which can take place indoors or outdoors.

It is important to note that physical literacy is described as a ‘journey’ as one’s competencies can change at various stages of life. This has resulted in the most recent publication to be released by Canadian Sport for Life, titled **Durable by Design**, which outlined eight factors of ‘Active for Life’ in adulthood that describe the basic elements and key components that are critical to adult wellness:

1. Appropriate Physical Activity
2. Cognitive Function
3. Psychological Well-being

4. Social Connection
5. Embracing Life Transitions
6. Managing Chronic Conditions
7. Mindful Nutrition
8. Durability by Design

No single organization or level of government can create the culture shift society needs to support activity for life. More partners must work together and share responsibility for creating a physically literate Canada. Therefore, it is critical that stakeholders from multiple sectors come together to ensure that more attention is focused on developing programs that support physical literacy across all ages and all abilities in order to ensure that people are living happier and healthier lives.

Framework for Recreation in Canada

In 2014 the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council released *A Framework for Recreation in Canada: Pathways to Well-being* as a means to redefine recreation and establish a strategic framework for the future direction of recreation in Canadian communities.

The paper also defined a new vision for recreation in Canada along with 5 focused goals:

Vision: we envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual well-being
- Community well-being
- The well-being of our built and natural environment

Goals:

- Foster active living through physical recreation
- Increase inclusion and access to recreation for populations that face constraints to participation
- Help people connect to nature through recreation
- Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities
- Grow and sustain the capacity of the recreation field

The framework identifies the need for collaboration among many organizations and sectors for implementation as its vision is shared in many ways with other national bodies and policies, thus providing an opportunity to share resources for the benefit of recreation across Canada.

Active Canada 20/20

Active Canada 20/20: A Physical Activity Strategy and Change Agenda for Canada, is the response of a broad cross-section of the physical activity community from across Canada who are concerned about health and quality of life, and who are committed to addressing the urgent national need to increase physical activity and reduce sedentary living. Active Canada 20/20 provides a clear vision and a change agenda to describe successful steps that, if implemented, will increase physical activity and reduce sedentary behavior, thereby reducing health risks and achieving the many benefits of a society that is active and healthy. It demonstrates the actions that, if undertaken at multiple levels, will strengthen Canada by making physical activity an important cultural trademark.

Sport Tourism

The economic impact of sport is enormous, and can be experienced through increases in visitor spending, as well as the jobs and taxes that are created and/or supported in a host community. According to the Canadian Sport Tourism Alliance (CSTA) sport tourism spending represents approximately \$5.2 billion a year in Canada alone. Sport tourism has experienced continual growth year-over-year. According to CSTA, visitor spending increased 8.8% in 2010, compared against a 0.7% decrease in general tourism spending, proving that sport tourism is one of the fastest growing segments of the tourism industry as a whole.

LOCAL POLICY CONTEXT

A full review of the following local policies was conducted to align the SRS with local goals and priorities within the sport and recreation sector:

- City of Kawartha Lakes 2016-2019 Strategic Plan
- City of Kawartha Lakes Parks, Recreation and Culture Strategic Plan (2004)
- City of Kawartha Lakes 10 Year Cultural Master Plan (May 2013)
- CKL Poverty Reduction Strategy
- Currently completed Core Service Review reports: a review of over 40 core services provided by CKL to determine how to best deliver services in the community

Through the review of these documents the following common themes and outcomes were identified:

Themes:

- Increased quality of life
- Improved access
- Improved health and well-being
- Increased physical activity
- Sustainability
- Continuous improvement

Outcomes:

- Collaborative leadership
- More efficient use of resources
- Increase promotion and communication
- Build capacity

The following goals/priorities in each strategic document were identified which align with the recommendations presented in the SRS:

City of Kawartha Lakes 2016-2019 Strategic Plan

Goal 1.3 Enhanced Tourism

1.3.1 Update the Tourism Strategy

By being involved in an update of the tourism strategy, the sport and recreation sector can ensure that there are ample facilities for its needs, but work more closely with the tourism sector to create a shared

vision for sport tourism opportunities in CKL. This can potentially create new resources (e.g. sport hosting grants, or welcome kits for tournaments) that can assist local organizations in creating new and/or sustaining revenues by providing them new types of support.

Goal 2.2 Improved Wellness, Well-being & Community Health

2.2.2: Enhance access to Community & Human/Health services (Includes items such as Age-Friendly Strategy, Accessible Recreation, youth access to recreational services, community access to range of health care services etc.)

This specific goal supports the SRS' strategic goal (#3) of providing opportunities for all people within the sport and recreation sector. With an intent to provide age-appropriate initiatives as well as improved access for youth, CKL's strategic goals align with the SRS in ensuring that there are opportunities for improved wellness for people of all ages. The recommendations provided within strategic goal #3 ensure that the sector is able to fully understand what is currently being delivered for all targeted populations in order to identify service gaps and most efficiently utilize resources to achieve this goal with its partners.

City of Kawartha Lakes Parks, Recreation and Culture (CKL PRC) Strategic Plan (2004)

A number of recommendations within the 2004 Parks, Recreation and Culture Strategic Plan align with the SRS; they are as follows:

- Develop volunteer organizational capacity
- Tournament promotion (specifically to market Wilson Fields Complex as a sport tourism venue)
- Clarify City roles
- Establish an Arts and Culture Council

All of the recommended actions support the SRS in highlighting the importance of strengthening the volunteer sector in CKL as well as exploring sport tourism opportunities. The CKL PRC Strategic Plan called for the creation of an Arts and Culture Council to facilitate and coordinate services to this sector in partnership with the CKL PRC department. The KLSRC can act as a similar service organization for the sport and recreation sector. Given that the KLSRC is in its infancy however, it is important for the City to promote its support of the organization and ensure that stakeholders within the community understand the roles and services to be delivered by both organizations.

A 10 Year Cultural Master Plan for the City of Kawartha Lakes

Strategic Direction 1: Define Municipal Role and Partnerships

1. Adopt an integrated municipal mandate and roles in cultural development
2. Promote the plan widely across the municipality
3. Examine the administrative structure needed to support cultural development
4. Explore the establishment of a sector driven shared governance model to support cultural development
5. Consider the best model for a service organization supporting cultural development
6. Host a cultural summit

These actions can transcend culture and should be addressed through the SRS. CKL staff and various departments will play a critical role in ensuring the success of the SRS. With a parks and recreation department providing specific services to the community already, it is imperative that a shared leadership model is adopted to enable organizations within the sector to feel they have the support of the municipality in delivering their programs. There is an existing sport and recreation council that can act as a service organization to this sector (similar to recommendation 5). The hosting of a sport summit

also provides an opportunity for the entire sector to understand the roles that each stakeholder will take to execute the SRS.

Similar to the SRS, the 10 Year Cultural Master Plan also recommended the building of sector capacity by addressing volunteer challenges and needs. The plan also recommended a stronger connection to economic development. A connection for the sport and recreation sector to economic development would assist in creating new opportunities for tourism and event development that can support organizations in CKL.

CKL Poverty Reduction Strategy

The CKL Poverty Reduction Strategy identifies some unique opportunities for the sport and recreation sector to act as a vehicle for social change within CKL. The report identifies a number of challenges experienced by families in CKL to access programming. The report specifically recommends changes to the way child care is provided within the community in partnership with school programs. This presents an opportunity for new partnerships to be formed with the municipality, school boards and others to create new programs that can provide the quality of childcare needed for young people while also instilling physical literacy and fundamental movement/sport skills in children at a young age.

Various organizations are identified in the strategy (e.g. Boys and Girls Club, Community Care, John Howard Society etc.) who serve impoverished families. Supporting the SRS strategic goal #3 **Opportunity for All**, this Poverty Reduction Strategy demonstrates the opportunities and organizations that exist that can support the creation of new programs and services that can serve the broader community.

Core Services Review

The CKL is currently undertaking a Core Services review to ensure it is adequately meeting the needs of the community. A large part of the CKL review is examining City-owned parks and recreation facilities and there is the possibility that facilities may close as a result of this process. While the Core Services Review is still being completed, it demonstrates the interest of the municipality to more efficiently utilize its resources and ensure it is providing the types of services that are desired by the community. Therefore, it will be imperative for the sport and recreation sector in CKL to be engaged with various planning groups as well as municipal staff (in Parks, Recreation and Culture) to ensure that there is a vision for shared leadership, clearly defined roles and responsibilities and an efficient utilization of resources for the strengthening and growth of the sector as a whole.

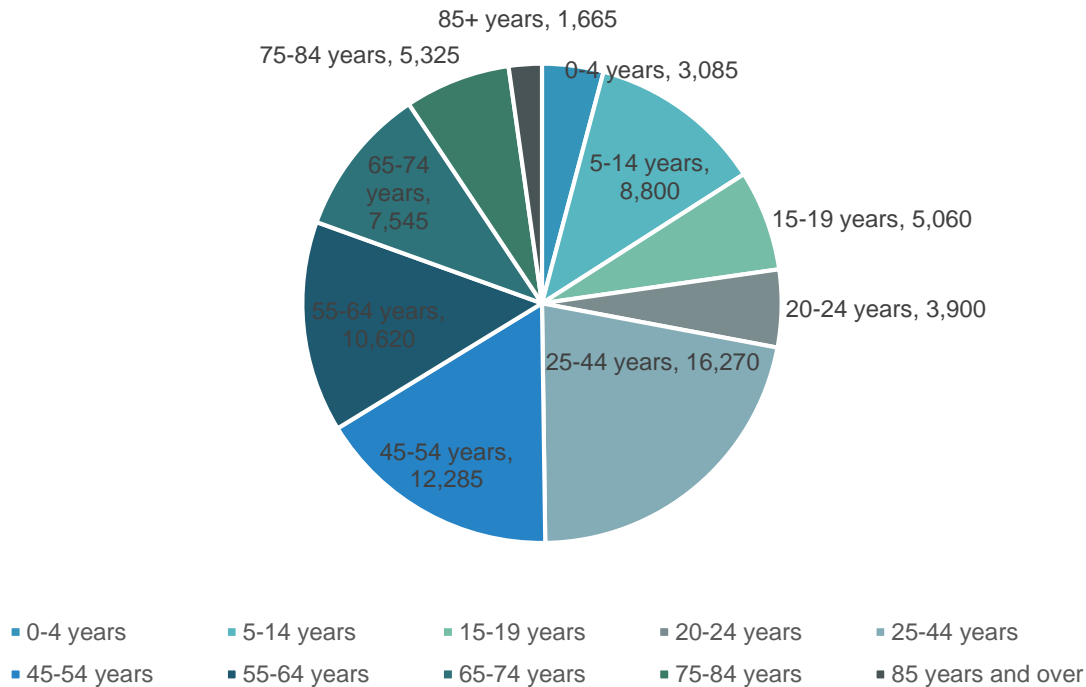
2.2 Demographics

It is important to acknowledge that there are several components of demographic information that have influenced recommendations made within the SRS. Different demographics are explored in further detail below.

Aging Population

According to the 2011 census data, the City of Kawartha Lakes has a population of 73,214. Since 2006, CKL has experienced a negative growth pattern, however it is expected to grow slowly in the coming years. The majority of the population is age 25 and over, with a median age of 48.4. This suggests that the adult population will be a focus demographic for future CKL sport and recreation program development. The table below outlines the percentage of population by age.

City of Kawartha Lakes: Population by Age



Source: Stats Canada (2011 Census Data)

Over the five years between 2006 and 2011, CKL experienced changes by population age groups as follows:

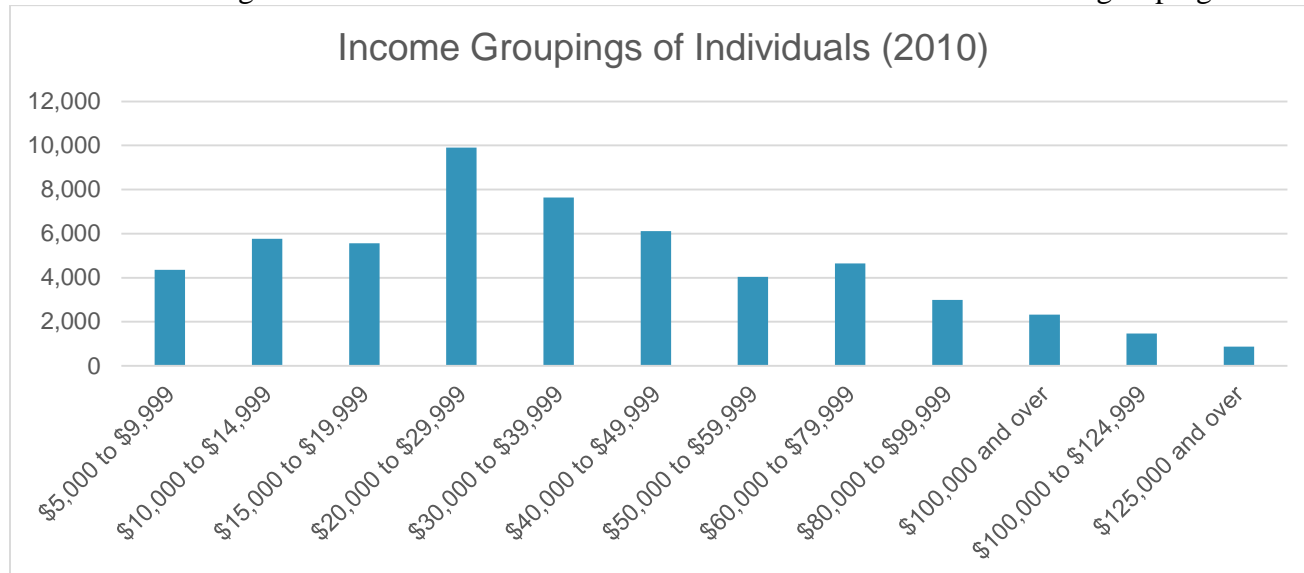
Broad age groups by sex	Population			
	2011	2006	change	% change
Both sexes				
Total	73,210	74,560	-1,350	-1.8
0 to 14	10,180	11,885	-1,705	-14.3
15 to 64	47,030	48,145	-1,115	-2.3
65 and over	16,010	14,535	1,475	10.1

Source: Stats Canada (2011 Census Data)

As CKL's population continues to age, there will be an increased need to create programs and new opportunities for adults to participate in sport and recreation. As such, it will require collaboration amongst multiple partners to set out an action plan to provide opportunities for this age group. Many communities and organizations prioritize their resources to children and youth, however it is clear that the majority of the population in CKL are adults and as such, should also be an area of focus for sport and recreation providers in the community.

Income

The average household income is \$36,873 and the majority of the population is Caucasian with English as their native tongue. The table below outlines the number of individuals in income groupings in CKL:



Source: Stats Canada (2011 Census Data)

It is important to note that approximately 75% of the population in CKL earns \$50,000 or less per annum. This will be critical in developing future partnerships and programs as organizations within the sport and recreation sector will need to be conscious of the challenges that some families may face in affording access to these opportunities. This was also identified in the CKL Poverty Reduction Strategy (2012) as a major challenge for residents who wish to participate in recreation.

Geography

As noted in the CKL Poverty Reduction Strategy (2012), access to recreation was highlighted as a challenge to participating in recreation. With a large geographic area being represented by CKL (as demonstrated in the map presented), future planning will need to consider transportation and other access-related issues. Residents in smaller hamlets of the City would benefit from, and be encouraged to participate, by ensuring that recommendations within the CKL Poverty Reduction strategy (e.g. support subsidized, no- or low-cost recreational opportunities) are implemented. The SRS provides recommendations to address this challenge, however, it will require a collaborative effort from the entire sector to ensure that cost effective programs are being delivered in CKL to allow residents to participate and have access to various sport and recreation opportunities.



City of Kawartha Lakes (2016)

2.3 Current State of Sport in Kawartha Lakes

Sport and recreation opportunities are integral to the overall health and well-being of communities. CKL is primarily a rural based community that boasts many natural assets that can support continuous improvement and the development of a culture of physical activity and health. There are a number of recreation and sport opportunities available to residents currently focusing on a varying range of abilities. CKL has an opportunity to strengthen its sport and recreation system with many partners willing to build on existing success.

Sport & Recreation Delivery System

The sport and recreation system continues to evolve with a number of key volunteers and organizations supporting the delivery of sport and recreation and, at times, in partnership with municipal government, private and non-profit providers. There are opportunities to further develop the capacity of the sector as a whole as well as raise awareness and align efforts across the sector.

Kawartha Lakes Sport and Recreation Council

The Kawartha Lakes Sport & Recreation Council (KLSRC) is committed to the enhancement and promotion of sport, recreation and healthy active living opportunities for all citizens in CKL. KLSRC strives to support the growth of sport and recreation in CKL by providing a network for sport organizations to share resources and expertise.

The KLSRC was awarded an Ontario Trillium Foundation Grant in 2015 to:

- Foster the development and maintenance of multi-stakeholder partnerships that advance sport, recreation and the well-being of CKL residents
- Increase and broaden access to quality and safe sport and recreation programming through new education, training opportunities, as well as more efficiently utilizing resources to offer joint programming between organizations
- Establish baseline data on the sport and recreation sectors in CKL to analyze and understand areas of improvement and opportunity
- Hold regular meetings to continually engage stakeholders who want to contribute to and improve sport and recreation in CKL
- Develop a coordinated sport and recreation strategy that addresses the local priorities and needs
- Develop and begin to implement a strategy to recruit, train, coordinate and recognize volunteers in CKL to allow more residents to feel ‘connected’ to the community through sport and recreation
- Create forums for information sharing, problem solving, networking and learning through an annual sport meeting and annual sport and wellness summit
- Create a unified voice for sport and recreation in CKL
- Increase participation in sport and recreation
- Work towards becoming a Canadian Sport for Life community (defined as a municipality that develops physical literacy, creates the environment for sport excellence and provides opportunities for its citizens to be active for life)

CKL Community Sport & Recreation Groups

There are a number of volunteer-run organizations in CKL which provide an opportunity for residents to participate in physical activity and competitive programming. These organizations train players, coaches, officials and volunteers, manage activity and league schedules, and organize activities, events and tournaments. These organizations have various mandates, from providing elite level competition to basic skill development, with a focus on the overall well-being of individuals.

City of Kawartha Lakes

The City of Kawartha Lakes supports the sport and recreation sector through three main models:

- Direct implementation of programming
- Limited support role for sport and recreation organizations
- Allow private and not-for-profit service providers to deliver programming

The City has worked with a number of sport and recreation providers and maintains, along with the school boards, ownership of the majority of facility infrastructure related to sport and recreation within the city.

According to the City's website, currently it manages the following infrastructure:

- 10 ice pads (currently under review)
- 11 outdoor ice rinks
- 14 athletic fields
- 29 ball diamonds
- 7 tennis courts
- 60 playground structures
- over 100 km of recreational trails
- 18 beaches

Boards of Education

The Trillium Lakelands District School Board (TLDSB) is the main public school board for CKL and provides facilities to sport and recreation groups. The TLDSB also has a long history of sport participation and excellence with a number of athletes having competed at various levels within the sport system. They have also been an active leader in physical literacy. The following illustrates some of the work that has been done with physical literacy in TLDSB:

- Physical literacy workshops for teachers during co-planning for physical education
- 25% of TLDSB schools are actively engaged in Passport for Life - a physical literacy assessment tool
- As part of the broader student wellness initiative, "Feed All Four", there is specific reference to and focus on physical literacy as it pertains to body wellness (and by extension, mind, spirit and emotional wellness)
- Professional development for Healthy Active Living leads from every school on the "what's, why's and how's" of physical literacy and how to ensure it is central to physical education programs
- As part of the recently revised Health and Physical Education curriculum, all Instructional Leaders and Curriculum Consultants were trained to be part of the implementation team,

including explicit instruction in the role that physical literacy plays in physical education programs

The Peterborough Victoria Northumberland and Clarington Catholic District School Board (PVNCCDSB) is the Catholic school board that services the CKL. PVNCCDSB is committed to developing the intellectual, spiritual, mental, physical, and emotional well-being of students in safe, diverse, respectful, and faith-filled learning environments.

PVNCCDSB offers up-to-date and safe recreational facilities for students and user groups within the community through the Community Use of Schools Program.

The board offers a wide range of professional development and learning opportunities for staff, which incorporates many aspects of Health and Physical Education. Through a variety of professional development opportunities such as 'Let's Get Moving!' (a program of First Nations inspired daily physical activities), PVNCCDSB continues to provide ongoing education to teachers about the importance of developing the emotional, social, physical, and cognitive development of students. PVNCCDSB provides students with a safe, nurturing place to learn.

Elementary students compete in regional and Board-wide sponsored athletic events, while secondary school athletes compete in Central Ontario Secondary School Athletics (COSSA), Lake Ontario Secondary School Athletics (LOSSA), and Ontario Federation of School Athletic Associations (OFSSA) competitions. PVNCCDSB has also hosted many of these accredited athletic competitions over the years.

Participation Levels

Through the Core Service Review process, the City is working to identify opportunities to operate its facility infrastructure more efficiently. However, in order for sport and recreation stakeholders within the broader community to become empowered to make informed decisions that can collectively impact the delivery of sport and recreation in the CKL, a well-coordinated community plan is needed. This plan will empower individuals and groups to develop programs that are responsive to the evolving needs of individuals and communities. While the City, KLSRC and various providers have relationships with sport and recreation organizations independently, there is currently not an existing, consolidated process to collect, respond to, and measure participation data in the CKL. This document supports increased opportunity for active participation by supporting the goals within the CKL PRC Strategic Plan (2004) to provide volunteer support and development to help increase the number of programs and to optimize facility use. Additionally, by being responsive to the evolving needs of the community, we will see significant evidence of growth in opportunities for participation in sport and recreation.

Access Issues

One of the primary barriers to participation in recreation and being physically active is economics, according to the BC Physical Activity Strategy. Both children and adults in low income households face numerous barriers to being physically active. Many of the economic barriers are well known, such as the high cost of registration, the cost of uniforms and equipment and the expense of travel to facilities. However, there are many other more subtle barriers that prevent participation. These include:

- Municipal recreation departments that only help those that seek out support and can prove that they require financial assistance;
- Those in low income households are often not part of the planning of recreation in their communities;
- If people hadn't participated in certain activities as children they may lack the confidence to participate as adults;
- Some lack the social support and self-esteem to get involved.

In 2012 the Toronto District School Board (TDSB) conducted a Kindergarten to Grade 6 parent census. The census results showed that 87% of children in households with a family income of \$100,000 or more participated in out-of-school sports and recreation activities. Meanwhile, the percentage of children in households with a family income of less than \$30,000 participating in out-of-school sports and recreation activities fell to 38%.

Many City of Kawartha Lakes residents face barriers to accessing sport and recreation opportunities. As of 2014, 11% of the total population in the City of Kawartha Lakes was living in an after-tax low income household. The percentage increases to 18% for children between 0 and 17 years of age. This indicates that nearly 1 in 5 children in our community live in low income households. These adults and children will be at greater risk of lower levels of physical activity and participation in recreation.

The Early Development Instrument (EDI) is a survey that is completed on Senior Kindergarten children by Kindergarten teachers every three years across the province. Children who score in the lowest 10th percentile against the provincial baseline in any developmental domain are considered vulnerable. The vulnerability rate in Kawartha Lakes in the physical health and well-being domain has increased from 14.2% in 2006 to 20.9% in 2015. An increase in the EDI vulnerability rate indicates that fewer children are developmentally ready to be successful as they move into grade 1.

Jumpstart is a Canadian national charity with a local chapter in the CKL. Jumpstart funds participants and programs with the goal of giving kids from lower SES families the same opportunities to participate as their higher SES peers. In 2012, Jumpstart funded 277 CKL children and youth at an average of \$150 per person (\$41,000 total funding). In 2015, funding went toward 1549 individuals at an average of \$74 per person (\$115,000 total). In addition to individual funding, Jumpstart is able to fund significantly more children and youth by funding Community Partnership (CP) programs. CPs allow Jumpstart to partner with community stakeholders to create new programs that allow for more efficient use of resources. Jumpstart funding helps more kids get active in quality programs.

Within the CKL, recreation services are concentrated within the urban centre of Lindsay, and more sparsely within surrounding villages. Child, youth, and senior demographics have been identified as being most restricted by geographical access issues.

The Poverty Reduction Strategy for the CKL and County of Haliburton (PRS) identified travel expenses, lack of transportation, lack of programming in rural communities, and lack of safe places to play as barriers of active participation for children and youth. With regard to active participation, the PRS recommended support for subsidized, no- or low-cost recreational opportunities and community events for children and their families. Specifically, the PRS recommended that key stakeholders will need to work together to determine options to provide financial support for recreational programs, to investigate the potential for community hubs to optimize space and streamline service delivery for rural and urban residents, explore the potential for community hubs to include free recreational programs, and to explore the more effective use of the Community Use of Schools program. The CKL municipality, recreation

department, community agencies, and school boards were identified as key stakeholders to be responsible for implementing these recommendations.

By reducing systematic barriers and by encouraging, supporting and promoting physical activity regardless of age, geographical location or economic status we can become a healthier and more socially connected community.

2.4 Strengths, Opportunities and Challenges

Along with a number of new and emerging opportunities to take advantage of, the City of Kawartha Lakes already exhibits several qualities and characteristics of a healthy and active community. Through the review of various policies and documents, community consultation sessions and other research, the following key strengths, opportunities and challenges were identified.

Strengths

- Knowledgeable volunteer base
- Natural facilities (trails, beaches, parks)
- Strong base of community sport and recreation providers
- Strong leadership within organizations
- A thirst for change in creating greater number of opportunities for all ages and abilities

Opportunities

- Cross-sector/organizational collaboration
- Improved collaboration and planning between the various stakeholders
- Hosting of information, training and certification sessions to increase capacity
- KLSRC- a centralized body that can coordinate communication and other services to meet the sector's needs

Challenges

- Lack of qualified coaches and programmers
- Aging volunteers
- Access to funding
- Support/resources to host events
- Competition for access to resources such as facilities, registrations and financial support

3.0 FUTURE OF SPORT AND RECREATION IN KAWARTHA LAKES

There are a number of existing policies and guiding documents at the local, provincial and national level that have a clear focus on how communities can work collaboratively to achieve focused outcomes related to sport and recreation. Creating the vision for the SRS involves maximizing existing strengths, shared leadership to pursue opportunities and developing clear action plans to overcome challenges within the sector.

The Recommended Timelines for the Recommended Action below are defined as the following:

- Immediate Action: 0-12 months
- Short-Term Action: 1-2 years
- Medium-Term Action: 3-5 years

- Long-Term Action: 5+ years

EXPECTED OUTCOMES OF THE SPORT AND RECREATION STRATEGY:

Vision

By 2025, the sport and recreation community in the City of Kawartha Lakes will be recognized for its progressive and collaborative leadership, enhancing the provision of opportunities for all people to be active to the extent of their ability and interest.

When the vision for sport and recreation in CKL has been achieved, the result will be an increase in physical activity and sport participation, increased communication, coordination and collaboration amongst stakeholders, improved access to safe and high quality, physical literacy enriched programs and activities for people of all ages and abilities.

The following is a list of overarching goals that will assist in achieving the vision of the CKL SRS:

Sport & Recreation Strategic Goals	
Shared Leadership	A shared leadership approach is taken to develop sport and recreation – ensuring collaboration, investment, and involvement from key stakeholders
Open Communication	Opportunities for shared planning, consultation, and cross-promotion are the norm
Opportunity For All	All citizens, regardless of age, ability, economic status, gender, culture, language and location are aware, connected and able to access sport and recreation
Capacity of our Sport & Recreation Community	Increase capacity of community sport and recreation providers, programs, participants, and services
Sustainability	Sport and recreation stakeholders have the human, financial and physical capital to deliver safe and high quality programs

Strategic Goal # 1 – Shared Leadership

A shared leadership approach is taken to develop sport and recreation – ensuring collaboration, investment, and coordinated involvement from key stakeholders

The SRS focuses on greater participation, collaboration and building capacity of the sector within CKL. In order for this to happen, stakeholders within the sector will need to be engaged in the system and develop an actionable implementation plan. These stakeholders have been identified previously and include the CKL Parks, Recreation and Culture Division, school boards, community sport and recreation groups and other service providers.

While there are already existing relationships among and between key stakeholders, there is a definite need to enhance and further develop these relationships going forward. Integrated planning between stakeholders to ensure that quality sport and recreation programs continue to be developed and that individuals develop necessary skills to be motivated to take advantage of active living opportunities for life are critical. It will require a coordinated effort of exploring similarities, uncovering tensions and a willingness to break down silos between groups to move towards systems change. It is clear this will take work and effort by all parties, but in the end, will enable organizations to take ownership of specific parts of the plan and feel they are contributing to the overall success.

The Kawartha Lakes Sport and Recreation Council can take a leadership role and facilitate the necessary forums and support mechanisms to allow key stakeholders to support the implementation of the plan. Their focused mandate on creating a more collaborative, healthy and active community provides other value-added services that may support the leadership partners. This will ultimately bring together key stakeholders and support capacity building of the KLSRC and the broader sport and recreation sector in the CKL.

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
1A	Commitment from municipality, sport & recreation groups, health and education stakeholders in the development of a collaborative leadership framework for sport & recreation in CKL	Immediate	KLSRC Steering Committee
1B	Establish an advisory committee of key sport and recreation stakeholders that addresses a new era of working together towards positive systems change	Immediate	KLSRC Steering Committee
2	Develop a Terms of Reference and Memorandum of Understanding for key stakeholders in the implementation of the SRS	Immediate	Advisory Committee
3	Establish an evaluation and reporting process for the SRS	Immediate	Advisory Committee
4	Ensure the advisory committee provides regular reports to the broader sport and recreation sector on its work	Immediate and Ongoing	Advisory Committee
5	Identify clear and concise roles for organizations involved in implementing the SRS to ensure they have a defined focus and can realistically commit to achieving desired outcomes	Immediate	Advisory Committee

Strategic Goal # 2 – Open Communication

Opportunities for shared planning, consultation, and cross-promotion, are the norm

To successfully implement the SRS, the sector must have opportunities where collaboration is fostered in a safe and open environment. By creating mechanisms that allow organizations and stakeholders to break down barriers and communicate freely and more regularly, the sector will begin to share best practices, cross-promote and consult one another on their decisions.

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
6	Through active communication network, establish effective methods of information sharing and knowledge transfer	Short	Advisory Committee, KLSRC Communications sub-committee
7	Host an annual sport and recreation meeting to discuss current challenges, successes and best practices	Short	Advisory Committee
8	Working with various communication outlets and partners, KLSRC to be a one stop shop for communicating all sport and recreation opportunities	Short	KLSRC Communications sub-committee
9	Coordinate joint promotion for all sport & rec opportunities available through various mediums – e.g. a sport & recreation fair, event such as Try It Week, using the PRC Community Guide as a comprehensive community listing/registration opportunity, online listing on KLSRC website	Short	Advisory Committee, KLSRC Communications sub-committee

Strategic Goal # 3 – Opportunity for All

All citizens, regardless of age, ability, economic status, gender, culture, language and location are aware, connected and able to access sport and recreation

While respecting that the majority of CKL’s population is age 25 and over, “opportunity for all” refers to the intention of the SRS to foster opportunities for people of all ages and abilities to receive access to programming that gives them the skills and confidence to participate in sport and recreation and enjoy active living opportunities during any stage of their life. It also refers to the reduction of financial and physical barriers to ensure the greatest number of residents have access to quality sport and recreation programs.

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
10	Conduct an asset mapping exercise to identify current programs, specific barriers and gaps within the sector	Immediate	Advisory Committee, KLSRC Steering Committee

11	Utilize the asset mapping exercise to create a plan that identifies priorities for implementation, potential projects and key timelines	Short	Advisory Committee, KLSRC sub-committees
12	Ensure that the necessary resources are available to support the integration of Physical Literacy and Long Term Athlete Development concepts in to all sport and recreation opportunities	Medium/Long	Advisory Committee, KLSRC Physical Literacy (PL) sub-committee
13	Coordinate with community leaders and organizations to create a focused strategy for adults to ensure the availability of accessible active living opportunities necessary for lifelong participation	Medium/Long	KLSRC Access & PL sub-committees
14	Coordinate multi-activity, multi-sport and cross-training programs that develop fundamental movement skills across Long Term Athlete Development stages	Medium/Long	KLSRC PL sub-committee
15	Advocate and develop supports for cost effective programs to be delivered in CKL to allow residents to participate and have access to various sport and recreation opportunities	Medium	Advisory Committee, KLSRC Access sub-committee
16	Clearly define and promote CKL PRC Partnership Program as a platform to support the growth and development of existing and new sport and recreation opportunities	Short	CKL PRC
17	Promote the Join in CKL Access Friendly Toolkit to providers and work towards creating transparent access-friendly policies for more financially accessible programming	Medium	KLSRC Access sub-committee

Strategic Goal # 4 – Capacity of our Sport and Recreation Community

Increase capacity of community sport and recreation providers, programs, participants, and services

To ensure the continued delivery of relevant, fun and safe programs, the sport and recreation sector must continue to support the development of its staff, volunteers and participants. This focus addresses this need by providing support and leadership in areas such as organizational administration, governance and other identified areas of need. These actions will ultimately empower providers to ensure that they have qualified and capable personnel to deliver high quality programs.

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
18	Through KLSRC website, create and provide a centralized resource hub or “knowledge centre” for providers that shares best practices for governance, financial management, and other needs of the sector	Short	KLSRC Communication sub-committee

19	Host an annual sport education summit focused on various topics surrounding the delivery of sport and recreation needs in CKL	Medium	KLSRC Steering Committee, Central East Physical Literacy Project (CEPLP)
20	Work with sector providers to identify certification needs to coordinate training and certification clinics (LTAD stage appropriate coaching, first aid, concussion, etc)	Short	KLSRC PL sub-committee, CEPLP
21	Provide educational opportunities to train providers on the integration of physical literacy and LTAD concepts to build capacity with quality age and ability appropriate programs	Short	KLSRC PL sub-committee, CEPLP
22	Develop an implementation plan for the Volunteer Development Strategy that also addresses an aging volunteer workforce while promoting opportunities to develop young leaders in CKL	Medium	Advisory Committee, KLSRC Organizational Development sub-committee
23	Sport and recreation sector to be part of the Intersectoral consultation process (see below #26) when updating municipal plans, strategies and infrastructure pertaining to sport and recreation (e.g. Tourism Strategy for the City, Parks Recreation & Culture Strategic Plan, facility closures, updates, re-purposing, etc.)	Short	KLSRC Steering Committee

Strategic Goal # 5 – Sustainability

Sport and recreation stakeholders have the human, financial and physical capital to deliver safe and high quality programs

The success of the SRS will stem from the overall ability of key stakeholders to ensure that the necessary relationships, people and infrastructure are available on a long-term basis to support the delivery of quality programs in CKL. This involves maintaining connections to provincial and national organizations such as Canadian Sport for Life and both levels of government to stay current with changing trends, policies and funding opportunities. These recommendations also suggest an alignment within the sector that positively changes the way that sport and recreation are administered. Collaborative and coordinated efforts will ensure that the entire sector is able to accomplish its short and long-term goals and build community resilience through the continued development of quality sport, recreation, and active living opportunities.

Rec #	Recommended Action	Recommended Timeline	Recommended Lead
24	Create a strategy that promotes the benefits of investment in, and importance of, access to sport and recreation	Short	Advisory Committee, KLSRC Steering Committee
25	Research and collaborate on securing grant funding programs from various governments, charities and private corporations that support the SRS	Immediate	KLSRC Steering Committee, Coordinator

26	CKL PRC to create an intersectoral consultation process that addresses the diversity of current and emerging community needs for quality sport and recreation infrastructure	Short	CKL PRC
27	Advocate for CKL Parks, Recreation and Culture to update their Strategic Plan to allow PRC to create alignment with stakeholders as described through relevant recommendations of the Strategy, especially building on the Shared Leadership model	Short/Ongoing	Advisory Committee, KLSRC Steering Committee
28	Explore opportunities to develop a sport tourism strategy with various stakeholders that drives revenue and economic development opportunities for KLSRC and the broader community	Long	KLSRC Steering Committee, CKL Economic Development

4.0 MEASURES OF SUCCESS

The success of the SRS will be dependent on all stakeholders within the sector. Measures must include:

- An actionable implementation plan that engages all stakeholders with realistic timelines and clearly defined roles and responsibilities
- An asset mapping exercise that clearly outlines which programs are currently being run by what organizations, overlaps in programming or resources and opportunities to fill gaps within the sector with new programs
- Training and development programs and sessions that are well attended by the community that provide the necessary knowledge, skills and certifications necessary for quality and sustainable programming
- Municipal master plans and strategic plans that continue to be informed by stakeholder input
- Regular events and communication channels that are utilized by many organizations within the sector
- Increased awareness of the importance of physical activity; with the end goal of increased participation levels in sport and recreation programs
- An evaluation plan that tracks:
 - Recorded participation numbers across the sector
 - Baseline data on physical literacy rates, participant numbers, volunteers, and other imperative data
 - Total volunteer hours dedicated to the sector in order to support future economic development policies and enhance chances of success with grant applications
 - Number of training opportunities provided and number of participants who receive certifications
 - Amount of funds raised to support sport and recreation

Through the implementation of the SRS, key leaders will be identified to champion each recommendation. A resourcing plan will need to be created to allocate the necessary funding and human capital required to advance each action. The SRS implementation plan should be reviewed on an annual basis and be reported on to the broader sport and recreation community. The success of the SRS will ultimately require stakeholders to work collaboratively and to engage on a regular basis, share challenges and opportunities and create alignment in goals and objectives amongst various organizations; resulting in a healthier, happier and more active community.

5.0 CONCLUSION

The CKL SRS is a living, breathing document that focuses on a progressive future for the sport and recreation sector. The SRS provides clear direction that will result in increased opportunities for residents of all ages, abilities, socioeconomic and cultural backgrounds to develop the skills and confidence necessary to participate in a range of activities across their life span by embracing the Canadian Sport for Life model. The CKL needs to be prepared to address changing trends and emerging needs within the community. While a sport and recreation sector currently exists, the SRS identifies some major shifts that would enable the entire sector to be more effective. Through shared leadership, a collaborative approach will be taken to strengthening and sustaining the sport and recreation sector that addresses the needs of all community members.

APPENDIX A

Kawartha Lakes Sport and Recreation Council Background

In 2006, the Join in CKL Committee was formed as an extension of the CKL Family Wellness Committee. Ministry of Health and Long-Term Care's (MOHLTC) Healthy Communities Funding was used to support agencies that worked with families and community events that promoted physical activity and other health opportunities for local families, particularly those living on low income (e.g. the annual Family Gala - health fair, activities for kids, clothing swap, etc. and providing opportunities for agencies like the Boys and Girls Club and Big Brothers Big Sisters to expand their programming to incorporate more physical activity and healthy eating training for staff and opportunities for children and youth).

After several years of supporting the work of other agencies and existing community events, the committee became interested in developing their own work plan and an area of focus. In consultation with key community agencies providing service to families in the City of Kawartha Lakes (CKL), as well as new direction and priorities being put forward by the MOHLTC's Healthy Communities funding, Join in CKL identified removing barriers to participation in recreation as a natural extension to its work. Since 2009 the committee has been committed to working with sport and recreation providers to help increase access to and participation in sport and recreation.

Through a survey of sport and recreation providers conducted in 2013, it was made clear that there was a strong interest in the development of a sport council for CKL – a sport council could address all of the other common concerns raised by sport and recreation providers. Between December 2013 and June 2014 five workshops were facilitated by Community Sport Councils Ontario (CSCO) with local stakeholders to determine a framework for the sport council with priority areas and focus activities. A collaboration of agencies then applied to Trillium to have a staff person hired to focus on the project for two years. Three of the key projects are the creation of a Sustainability Plan for the newly formed Kawartha Lakes Sport and Recreation Council (KLSRC), a Volunteer Development Strategy for KLSRC, and a Sport and Recreation Strategy for the CKL region.

In 2015, KLSRC identified 4 priority areas that it would maintain activity in to support and enhance sport and recreation in CKL. These continue to be a priority and will be areas that KLSRC can continue to support upon approval of the Sport and Recreation Strategy:

- Organizational development
- Communications
- Access
- Physical literacy

For more information on the KLSRC, please visit their website: <http://klsrc.ca/>

APPENDIX B

Report: KLSRC Stakeholder Survey

Sport and Recreation Strategy Background

The Kawartha Lakes Sport & Recreation Council (KLSRC) is committed to the enhancement and promotion of sport, recreation and healthy active living opportunities for all citizens in the City of Kawartha Lakes (CKL). KLSRC strives to support the growth of sport and recreation in CKL by providing a network for stakeholders to share resources and expertise. KLSRC was founded as a collaborative of agencies that successfully applied for a grant from the Ontario Trillium Foundation. One of the key projects that KLSRC will accomplish during the two-year grant is the creation of a Sport and Recreation Strategy for the CKL region.

The Sport and Recreation Strategy will reflect a common vision for sport and recreation in our communities. The Strategy is being developed by sport and recreation stakeholders and will help empower providers to develop and maintain quality programs for residents to become active for life. The Sport and Recreation Strategy will be a key document for strengthening the delivery of sport, recreation and active living opportunities in the CKL region. It will focus on all aspects of sport and recreation from improving access to informal opportunities for recreation to developing quality programming that meets the diverse needs within our communities.

KLSRC is excited to coordinate the development of the Sport and Recreation Strategy for the City of Kawartha Lakes region. By focusing our collective efforts, we are better positioned to build healthier communities for everyone in the CKL region. Sport and recreation has a vital role to play in the CKL region; a CKL where people want to live and be active, and where communities are healthy and strong.

Stakeholder Survey

Introduction

The KLSRC Stakeholder Survey was designed through a coordinated effort by KLSRC and Community Sport Councils Ontario (CSCO). Survey questions were rooted in best practices of other communities, provincial and national frameworks of sport and recreation, and a thorough understanding of the local CKL context. Vital to the success of creating an effective Sport and Recreation Strategy is gathering input from stakeholders. As such, the survey was designed to afford an opportunity for both formal and informal sport and recreation stakeholders to help:

- Identify the strengths of the delivery of sport and recreation in the City of Kawartha Lakes
- Identify the weaknesses of the delivery of sport and recreation in the City of Kawartha Lakes
- Identify opportunities for the delivery of sport and recreation in the City of Kawartha Lakes
- Identify threats to the delivery of sport and recreation in the City of Kawartha Lakes
- Identify common priorities among sport and recreation stakeholders in the City of Kawartha Lakes

The information gathered was used to shape two in-person community consultation sessions facilitated by CSCO. In combination with the results of the consultation sessions, data from the Stakeholder Survey will be used to help inform the creation of the Sport and Recreation Strategy for our community.

Procedure and Participants

The survey consisted of multiple choice questions, scaled questions and open-ended responses. Questions were designed to assess the strengths, challenges and opportunities within the sport and recreation sector. Participants were also asked to identify priority areas to help strengthen sport and/or recreation in CKL.

The survey ([available for download here](#)) was distributed using the online tool, *FluidSurveys* on October 27, 2015. The survey link was provided to key contacts of stakeholder groups that make up the KLSRC email distribution list. Key contacts were asked to distribute the link to volunteers and employees of their organization and any other stakeholders they deemed as appropriate participants.

Results

There were a total of 55 responses to the KLSRC Stakeholder Survey. Respondents represented 26 different activity interest perspectives. For example, there were representatives from organized sport groups such as hockey, baseball, basketball, and soccer and organized recreation groups such as cycling, Tai chi, and fitness. A few organizational perspectives had multiple participants with one specific perspective in particular represented by 17 individual responses. A group comparison was conducted and it was deemed that the over-represented group provided data inconsistent with the rest of the sample with regard to capacity to provide programming (e.g. volunteer capacity). The inclusion of this group skews the data for results related to capacity; therefore, results related to sector capacity are analyzed in this report with those responses excluded.

Strengths in the Sport and Recreation Sector

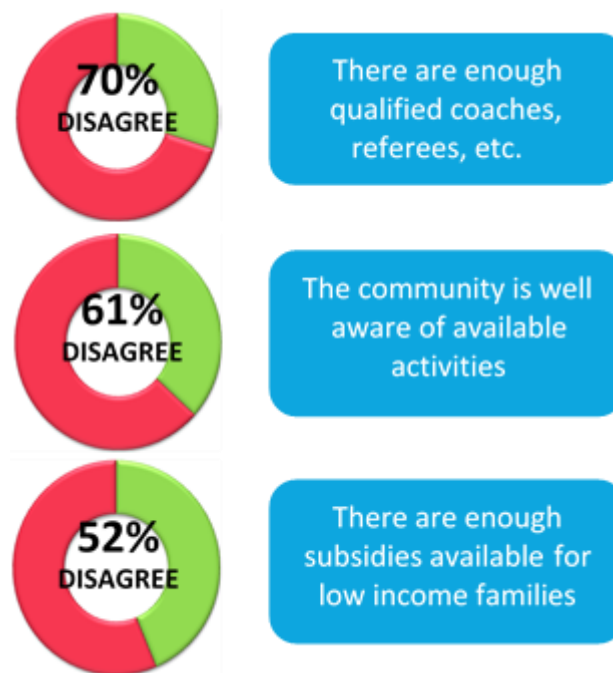
The survey revealed that there are a number of perceived strengths within the sport and recreation sector (Figure 1). Respondents indicated that there is strong leadership among organizing groups (80% agreed), a result that is underscored by the high level of participation in this survey by sport and recreation leaders. The majority of respondents also agreed that opportunities to participate are available regardless of participant age, ability (72%), and income (66%) and that opportunities are available throughout the City of Kawartha Lakes (66%). In written responses, some respondents identified collaborative working relationships with other stakeholders as important to shared successes in delivering quality sport and/or recreation programming.



Figure 1: Perceived strengths of the sport and recreation sector in the City of Kawartha

Challenges in the Sport and Recreation Sector

The survey also revealed that stakeholders experience a number of challenges in providing quality sport and recreation opportunities in the CKL (Figure 2). Several of the challenges identified involve sector capacity to provide quality programming. In terms of organizational capacity, the majority of participants did not agree that there are enough qualified coaches to effectively operate (70% disagreed). Respondents also did not agree (61%) that there is adequate awareness in the community of available activities. With regard to individual access, respondents did not agree (52%) that there are enough subsidies available to help low income families and/or individuals participate. Respondents also did not agree that there are enough volunteers to effectively operate (59%) or that there are enough resources and supports available to host large scale events (53%).



Respondents identified the following as priority areas to help strengthen sport and/or recreation in CKL:

- Increase awareness of sport and/or recreational activities available to the community (67%)
- Plan sport and/or recreation programs that consider the current interests and needs of the City of Kawartha Lakes community (48%)
- Train and develop qualified coaches, volunteers, referees, leaders, etc. (43%)
- Recruit and retain volunteers (41%).

Figure 2: Perceived challenges of the sport and recreation sector in the City of Kawartha Lakes

Access issues were identified in written responses. Participants from many groups reported difficulties of facility access with facility owner groups. Unclear and/or unfair processes and non-collaborative inter-group relationships were identified as the perceived root causes of these issues.

Several written responses from a variety of groups also spoke to communication challenges. Groups reported a need for enhanced communication through a variety of methods and a centralized “one-stop-shop” for communicating sport and/or recreation opportunities to members of the CKL community.

Opportunities for Sport and Recreation in CKL

Opportunities to build on current strengths and address challenges were also presented by respondents. The following opportunities for the sport and recreation sector emerged from survey results:

- *Enhanced collaboration between sport and recreation providers*
 - A majority of respondents (63%) reported working mainly within their own sport or recreation organization/activity. This number represents a potential for forging new collaborative relationships between sport/recreation groups and between groups and organizational stakeholders (e.g. service clubs, municipal departments, and school boards).

- Where collaborative practices between sport and recreation providers was reported, individual organizational mandates were reported as being strengthened through the pooling of shared resources and coordination of efforts.
- *Alignment between providers and the municipality and school boards*
 - Where collaboration was perceived as lacking or non-existent between providers and the municipality and/or school boards, strained relationships and a want for collaboration were reported. Facility access and communication challenges were reported as stemming from these strained relationships.
 - Sport and recreation groups reported a strong desire to collaborate with the municipality and school boards but reported many barriers to accomplishing this goal.
 - Realigning relationships was identified as a key to addressing the areas identified as priorities by respondents in this survey.
 - Turf-based relationships make coordinated and collaborative efforts between sport groups seem impossible and organizations and individuals spend a great amount of time resolving disputes. Respondents suggested the PRC department take a leadership role in facilitating collaboration among sport groups.
- *Enhanced integrated planning and coordination between municipal departments*
 - Integrated planning within the municipality would align with a coordinated and collaborative approach to the development of the sport and recreation sector. A shift toward integrated planning would allow for better support of the efforts of stakeholders to strengthen the delivery of sport, recreation and active living opportunities in the CKL.

The results of the Stakeholder Survey indicate an opportunity to address the challenges of capacity (coaches, referees, leaders, and volunteers), facility access, and communications needs through coordinated efforts and enhanced collaboration between sport and recreation stakeholders.

Next Steps

The data collected through this survey comes from a convenience sample of sport and recreation stakeholders. Participants represent a diversity of sport and recreation programming interests and from a geographical distribution across the City of Kawartha Lakes. Results of this survey were used to inform two community consultation sessions and will be further used in the development of a Sport and Recreation Strategy for the City of Kawartha Lakes. The reported strengths, challenges, and opportunities in providing sport and recreation programming in CKL will help KLSRC and CSCO create a Strategy that is rooted in the needs of the community. The Strategy will serve as a tool for community leaders to successfully work together to build a healthier and more active City of Kawartha Lakes.