

Calgary



Sport for Life!

From Policy to Action

The City of Calgary is committed to the powerful role of Sport and building Calgary as a Sport City.

2022

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This document is intended to support a full understanding of The City of Calgary’s ongoing commitment to support, collaborate, and work with Calgary’s vibrant Sport Sector to advance Sport in Calgary through the management and implementation of the Sport for Life Policy (the Policy).



Improving Sport-related outcomes for Calgarians will happen over time and reporting on Policy management and implementation progress will occur regularly. We invite you to follow along and engage with the projects, initiatives, and public information at calgary.ca/sportforlife.

LAND ACKNOWLEDGEMENT

Elders teach us that it is important to acknowledge the land that we gather on and the peoples who traditionally lived here. This acknowledgement gives respect for the first peoples who traditionally lived on the land on which we gather, as well as to urban Indigenous Calgarians. It also pays homage to Indigenous ways of knowing.

In the spirit of respect, reciprocity, and truth, we honour and acknowledge Moh’kinstis and the traditional territories of the people of Treaty 7 region in Southern Alberta. This includes: the Blackfoot Confederacy, made up of the Siksika, Piikani, and Kainai First Nations; the Stoney Nakoda First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations; and the Tsuut’ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous urban Calgarians who have made Calgary their home.

This sacred gathering place provides us with an opportunity to engage in and demonstrate leadership on reconciliation. The Truth and Reconciliation Commission of Canada recognized the important role that Sport can play in reconciliation with Canada’s indigenous peoples, as well as the important role it plays in supporting, empowering, and uplifting indigenous communities.

The City, through the implementation of the Policy, is committed to addressing the Sport-related Calls to Action (87-91) identified in the White Goose Flying report for Stream E: Athletic Development and Heritage, recommended by the Calgary Aboriginal Urban Affairs Committee.

The phonetic pronunciations are as follows:

- **Moh’kinstis** – Moh-kins-tsis
- **Siksika** – Seeg-see-kah (emphasis on kah) (g/k almost sound the same)
- **Piikani** – Pee-gah-nee
- **Kainai** – G-ai-nah (g/k almost sound the same)
- **Chiniki** – Chin-ick-ee
- **Tsuut’ina** – Soot-tenna



VALUE OF A COUNCIL POLICY FOR SPORT IN CALGARY

The Sport for Life Policy has value because it confirms Council's recognition that Sport plays an important role in building a complete, strong, vibrant, healthy, and active City. The Policy enhances the perception of Sport as a powerful tool for contributing to a resilient Calgary.

The Policy establishes enduring commitments from The City to Calgarians related to Sport. It provides clarity to the role of The City within the Sport Sector and focuses on activities intended to measurably contribute to the health, well-being and quality of life of Calgarians.

The Policy is intended to make life better everyday by acknowledging Sport as a fundamental human desire. Through implementation of the Policy, opportunities will be created for all Calgarians to participate, experience, and enjoy Sport to the fullest extent of their abilities and interests.

The purpose of the Policy is to define:

1. The City's commitment to Calgarians to support and develop Sport and people by providing Sport opportunities.
2. How The City will work with Partners to support a coordinated approach to advancing Sport in Calgary.

Four commitments to Calgarians are identified:

1. Designing and Delivering Sport Programs and Initiatives;
2. Building Infrastructure;
3. Allocating Amenity Use; and
4. Supporting Sporting Events.

These commitments are framed by transparent considerations for prioritizing investment and leveraging the critical role that Partners play in service and strategy delivery. The Policy intentionally recognizes the functional roles of **Sport Calgary** and the **Calgary Sport and Major Events Committee** as strategy delivery Partners.

The Policy emphasizes The City's ongoing commitment to support, collaborate, and work with Calgary's vibrant Sport Sector and Partners to design and deliver appropriate sports programming for all Calgarians through all stages of their life.



The Policy recognizes that Sport is governed and supported by all levels of government, and that Sport opportunities and initiatives are delivered by many different organizations in our local area that make up the Sport Sector.

The Policy's Management Framework and Implementation Plan provide a view of all internal and external activities that The City, Partners and members of the Sport Sector are undertaking towards the advancement of Sport in Calgary. They focus on strategic alignment of initiatives, leveraging existing resources, and improving accountability through clarity of roles and responsibilities.

The Policy applies to all City departments and business units that directly or indirectly impact the delivery of Sport. The Policy addresses The City's role in Sport at all development stages and commits to positive Sport-related outcomes for all Calgarians.

Sports entertainment and professional Sport entities are valued members of the Sport Sector; however, the Policy does not apply to these types of Partners. Partnerships between The City and Sports entertainment or professional Sport entities are administered separately.

View the full Sport for Life Policy in the Appendix and glossary of definitions on page 27.



Policy Background



SPORT POLICY OVERVIEW

BACKGROUND

In 2005, Calgary's first Civic Sport Policy was adopted by Council and it was the first of its kind in Canada. It was developed with the support of the Sport community and set the direction for amateur Sport in Calgary.

Notable achievements included:

- The development of the Calgary Sport Council (now Sport Calgary) to serve as the representative authority and voice of amateur Sport in the city
- Authorizing the Calgary Sport Tourism Authority (now Calgary Sport and Major Events Committee – Tourism Calgary) to provide advice and strategic direction in the proactive process of attaining major Sport events for the city of Calgary
- Establishing Calgary Recreation as a single window into City Administration on Sport issues

Over the course of the following decade, policy and planning continued at each level of government. The association between documents improved and reflected the evolution of the Sport Sector.

Federally, a modernized Canadian Sport Policy was endorsed in 2012. The Framework for Recreation in Canada 2015 confirmed that Recreation, which includes Sport, is a fundamental human desire for all ages and stages of life. Provincially, the Active Alberta Policy (2011-2021) and the Alberta Sport Plan (2014-2024) were approved.

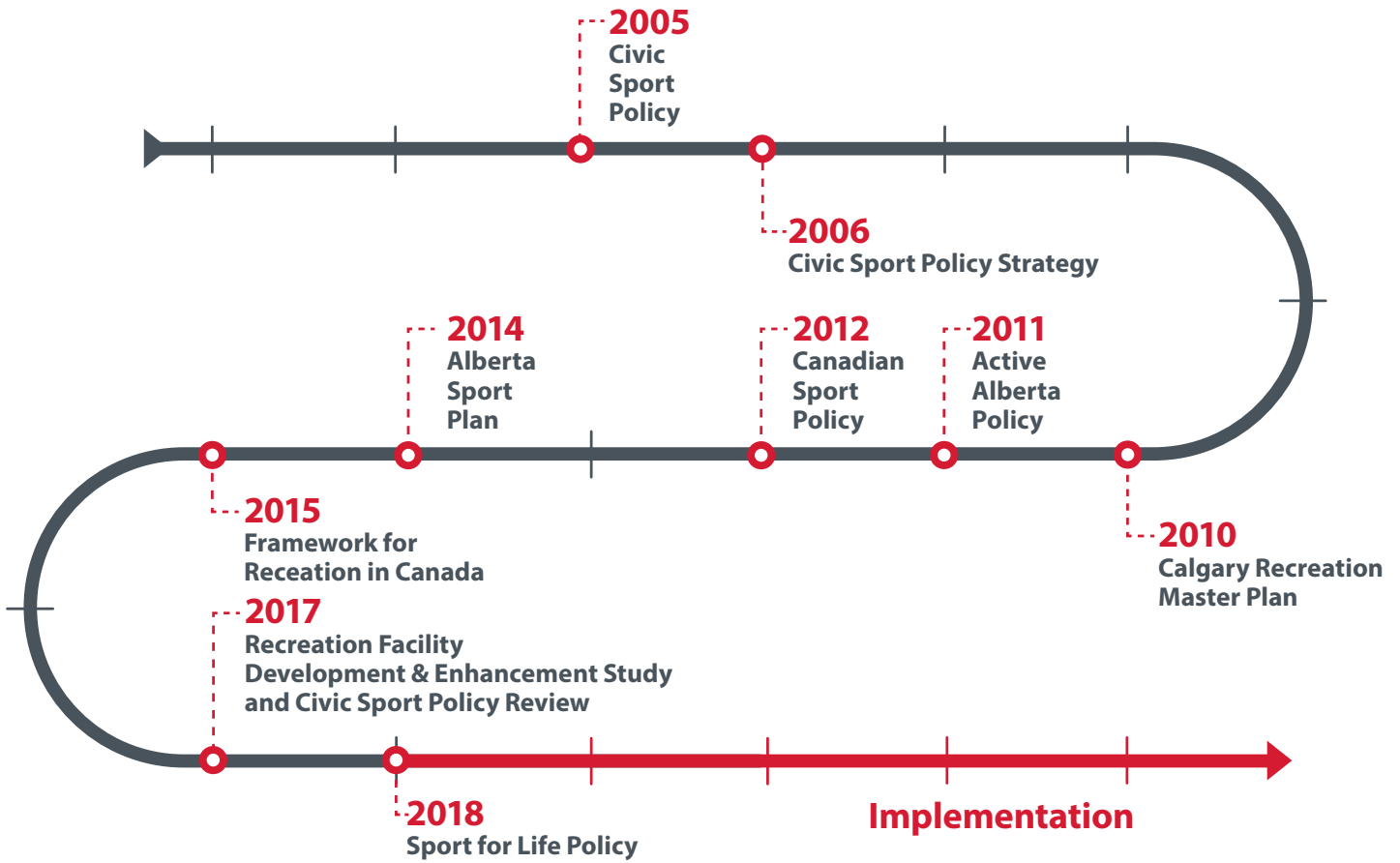
Municipally, the Recreation Master Plan (2010-2020) was completed and The City's Recreation Facility Development and Enhancement Study and its Sport Infrastructure Compendium (2017) provided the needed foundation for data driven discussions about infrastructure requirements and Sport specific needs.

Due to these developments and The City's Council Policy program, the original Civic Sport Policy was reviewed in 2017. The Sport for Life Policy was developed in consultation with the Sport Sector and the public. It was adopted by Council in May 2018, replacing the original.

Council Policies must now undergo a formal Council Policy review every four years to determine relevance and alignment with Council's objectives, priorities and resolutions.

Further, the administrative processes for the Sport for Life Policy outline that The City will conduct a comprehensive stakeholder engagement and sector wide review with ten (10) years of the effective date of the Policy.

TIMELINE



POLICY DEVELOPMENT INPUTS

The following information outlines the key inputs that influenced the refreshed Sport for Life Policy.



Calgary's Civic Sport Policy Review



Provincial & National Guiding Documents for Sport, Physical Activity & Recreation



City of Calgary Strategic Alignment

1. Calgary's Civic Sport Policy Review

Calgary Recreation undertook a comprehensive Civic Sport Policy Review (the Review) in 2017 to inform the development of a refreshed Sport Policy that would reflect the evolution of the Sport Sector and build on the successes of the original.

The Review consisted of a current state analysis, stakeholder engagement with City business units and Sport Sector representatives, benchmarking with seven comparable municipalities, and a Sport infrastructure report and research. This work was completed by Western Management Consultants with the support of The City's Engage Resource Unit, Corporate Research, and Administration.

The engagement process consisted of interviews, a web portal, focused discussions, and expert panels. With the support and leadership of Calgary Recreation, Sport Calgary, the Calgary Sport and Major Events Committee (CSME), and the expert panel members, more than 700 hours were contributed by over 200 stakeholders. The feedback was tested through a general population study consisting of a telephone survey with 500 adult residents of Calgary.

Several themes emerged during the review process, along with the identification of over a hundred improvement opportunities:

Strategic Themes	Tactical Themes
Importance of Health and Wellness Outcomes	Low Awareness of Existing Policy
Program Delivery at the Community Level can Improve Capacity and Accessibility	Calgary Recreation is Doing Well, but Can Still Do More
Improved Inclusion of Diverse Groups	All Sport/Activity Types Have Importance and Must be Supported
Improved Clarity of Partner Roles and Responsibilities	Data, Metrics, and Measurements are Needed to Evaluate the Policy's Outcomes

The Review's inputs and collective body of work were used in the development of the Policy. Administration's recommendation to rescind, in whole, the original Civic Sport Policy, and approve the proposed Sport for Life Policy was accepted by Council, maintaining the relevance of Sport and establishing commitments to Calgarians.

2. Provincial & National Guiding Documents for Sport, Physical Activity & Recreation

There is an ongoing need to understand the convergence among complementary public policy documents throughout interrelated sectors at national, provincial, and local levels.

Policy at each level of government identifies the municipality's roles and responsibilities for public recreation. The delivery of Sport programming and infrastructure is a recognized responsibility of municipal governments and is achieved through localized policies which draw on Federal and Provincial guidance but focus on ensuring service delivery effectively meets the needs of citizens and Partners in its community.

The following documents provided guidance to the development of the Policy. Two are explored in further detail below due to their dedicated focus on Sport:

GUIDING DOCUMENTS

Alberta	Pan-Canadian
Going the Distance: the Alberta Sport Plan	Canadian Sport Policy & Long-Term Development in Sport and Physical Activity
Active Alberta Policy	Framework for Recreation in Canada
A Vision for Chronic Condition and Disease Prevention and Management Framework	Curbing Childhood Obesity: A Framework for Action to Promote Healthy Weights
	A Common Vision for increasing physical activity and reducing sedentary living in Canada: Let's Get Moving

a. Canadian Sport Policy

The Canadian Sport Policy (CSP) was endorsed by the Federal, Provincial and Territorial Ministers responsible for Sport, Physical Activity and Recreation in 2012. The CSP’s framework (depicted in Figure 1) draws on the full spectrum of Sport practice in Canada and identifies the key sectors involved in and influenced by Sport participation.

It identifies and provides goals (see table in right column) for the four common contexts of participation (Introduction-to, Recreational, Competitive and High-Performance), and establishes a fifth goal focused on Sport for Development.

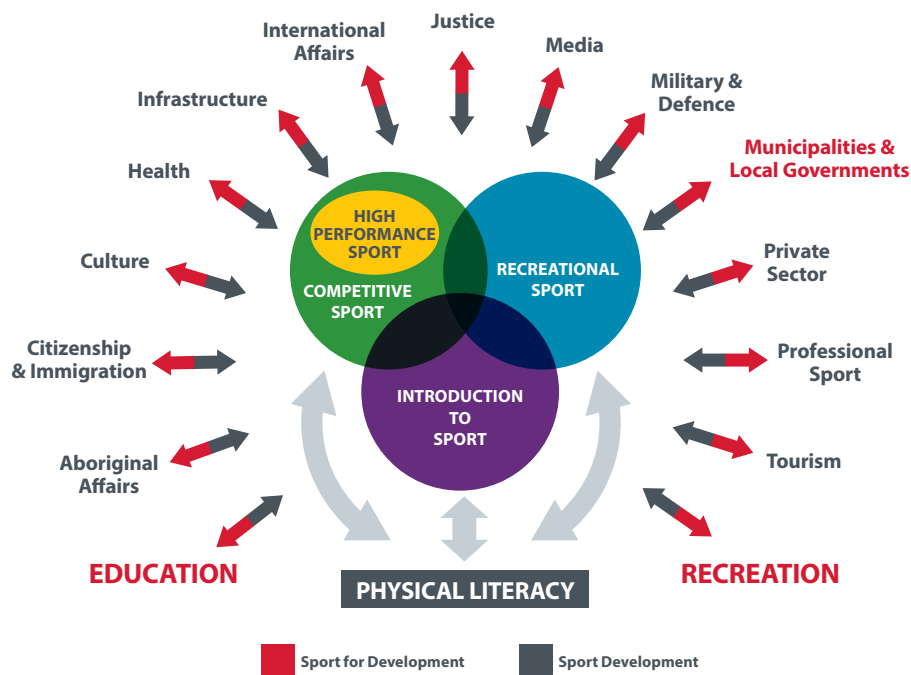
It recognizes the important role that participation plays in contributing to physical literacy and depicts how physical literacy provides the foundation for optimal participation in each of the contexts.

The outer ring depicts the potential for partnerships and linkages between Sport and other sectors. The double arrows pointing to and away from the related sectors illustrate both their contributions to Sport development and the opportunities that exist to use Sport as a tool for social and economic development.

Local governments and municipal recreation departments provide Sport facilities and infrastructure, deliver programs, train leaders, officials, administrators and volunteers, and stage Sport festivals and events. The education and recreation sectors play a large role in facilitating Sport’s contribution to personal, community and socio-economic development.

Canadian Sport Policy Goals	
Introduction to Sport	Canadians have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized Sport.
Recreational Sport	Canadians have the opportunity to participate in Sport for fun, health, social interaction and relaxation.
Competitive Sport	Canadians have the opportunity to systematically improve and measure their performance against other in competition in a safe and ethical manner.
High Performance Sport	Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
Sport for Development	Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

Figure 1: Canadian Sport Policy Framework





The CSP is designed as a roadmap that establishes direction and desired outcomes. It provides the flexibility for governments to contribute to goals consistent with their core mandates and is meant to be interpreted in respect of the jurisdiction of each government. Furthermore, it is the responsibility of each government to determine which of the goals and objectives of the CSP they plan to pursue.

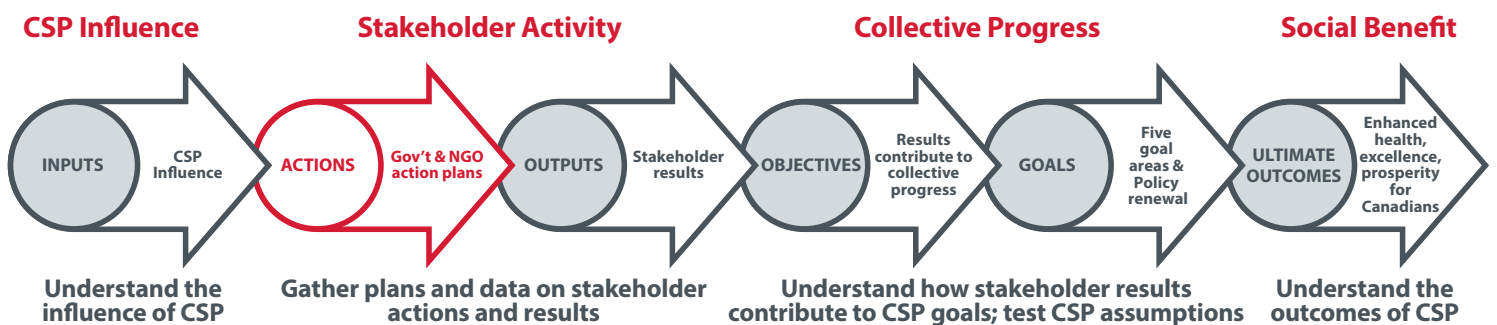
The CSP is designed to be implemented by complementary action plans developed by governments individually and collectively, and by non-government organizations (NGOs) in the Sport and related sectors.

The CSP is grounded in the logic model presented below (Figure 2). The logic model informs and aligns planning, implementation, monitoring, evaluation, and communication.

Ultimately, through the integration of various stakeholder action plans, the logic model depicts how collective government and stakeholder activities contribute to the achievement of the CSP’s objectives and goals.

The Canadian Sport Policy helps to guide policy, program, and funding decisions across Canada. Its renewal is set to take place in 2023. The City of Calgary is represented on the working group developing this policy renewal project.

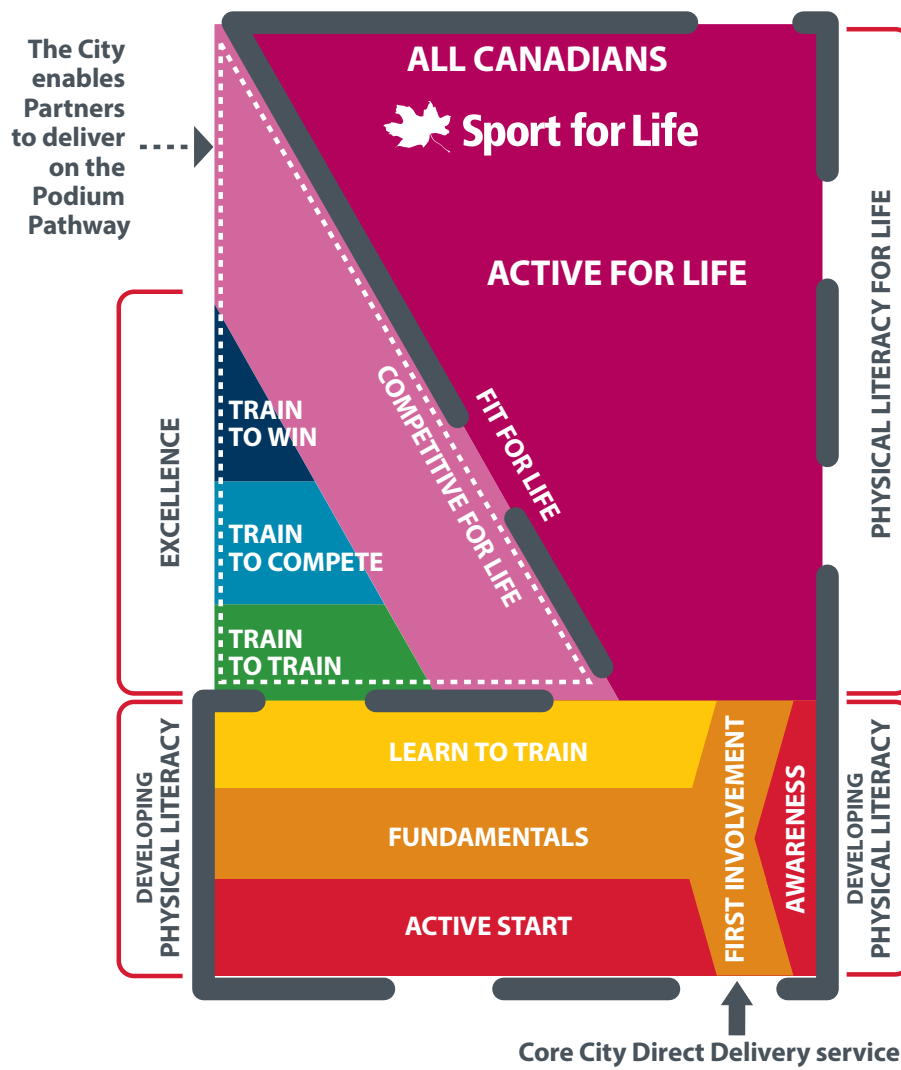
Figure 2: Canadian Sport Policy Logic Model



Additionally, Sport policy in Canada is shaped by **Long-Term Development in Sport and Physical Activity (LTDSPA)**, a Sport-science based framework and philosophy promoted by the Sport for Life Society for promoting lifelong engagement in Sport and physical activity as part of the Canadian Sport for Life movement.

The LTDSPA framework (depicted in Figure 3) provided the opportunity for The City to determine which stages it would directly serve (the developing physical literacy stages of Awareness, First Involvement, Active Start, Fundamentals and Learn to Train; and the physical literacy for life stage of Active for Life (including Fit for Life), and which it would enable through Partners (the stages related to excellence, competition, and high performance: Train to Train, Train to Compete, Train to Win and Competitive for Life).

Figure 3: Long-Term Development in Sport and Physical Activity Framework



b. Alberta Sport Policy

Going the Distance: The Alberta Sport Plan 2014-2024 recognizes that Sport has the power to build character, build community, build health, and build Alberta. It provides a system framework (depicted in Figure 4) that introduces a coordinated approach to advancing Sport in Alberta, setting the direction for all stakeholders that are committed to realizing the positive impacts of Sport for individuals and communities across the province.

The framework identifies the coordinated efforts and activities necessary to advance the Alberta Sport system towards the vision of Alberta being the national leader in Sport with a coordinated and adaptive system which promotes excellence and fosters opportunities for life-long participation for all Albertans. To accomplish this, it is essential that Sport support and delivery agencies are functioning optimally. This includes each level of government, Sport organizations, clubs, agencies, as well as schools and post-secondary institutions.

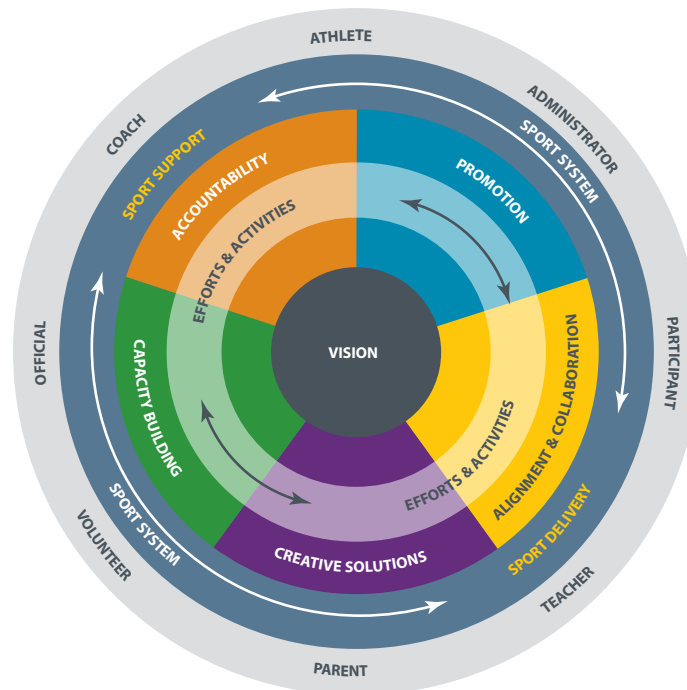
The framework shows the integrated nature of the system and allows stakeholders to identify their contributions, confirm their role, strategically plan, and make decisions about actions and investments. The Alberta Sport Plan outlines the role and contributions of municipal governments to:

- Ensure the availability, affordability, and accessibility of a broad range of Sport opportunities
- Facilitate local development through municipal policy and program design
- Support Provincial Sport Organizations and local Sport delivery bodies in the provision of Sport opportunities
- Provide facility operation and maintenance

The Alberta Sport Plan encouraged stakeholders to develop aligned implementation plans to achieve the common vision. The vision provides a collective goal for the Sport sector and if successful, the Alberta Sport system will have the leadership and capacity to:

- Be recognized and valued as a key contributor to Albertans' quality of life
- Be cohesive and aligned
- Have increased capacity across the entire Sport system
- Invest in Sport at all levels and increase opportunities for all Albertans to participate in Sport
- Increase the number of Albertans participating in programs and activities in the developmental, competitive, and recreational sport environments
- Have a greater number of local, provincial, national, and international sporting events hosted in Alberta

Figure 4: Alberta Sport System Framework





3. City of Calgary Strategic Alignment

There are numerous City of Calgary policies, master plans, and strategies that influenced the refreshed Policy.

Council Policies such as the Indigenous Policy (CP2017-02), Welcoming Community Policy (CSPS034), Fair Calgary Policy (CSPS019), Community Services Program Policy (CSPS018), Festival and Event Policy (CSPS032), Lease/License of Occupation to Community Organizations Policy (CSPS011), Public Use Policy (CSPS031), and Public Art Policy (CSPS014) were reviewed for alignment. The Investing in Partnerships Policy (CP2017-01) provides the framework for how Sport Partners report to Council.

The City's Municipal Development Plan acknowledges that Recreation, which includes Sport, plays an important role in:

- Building complete, strong and great communities
- Adding to the cultural vitality of the city
- Contributing to economic development and prosperity
- Fostering active and vibrant neighborhoods
- Sustaining healthy communities by promoting active living

Municipalities are widely viewed as the primary supplier of Recreation services, and the Calgary Recreation Master Plan (2010-2020) recognized the vital role of Partners to the development of a broad and responsive service continuum.

SPORT FOR LIFE POLICY COMMITMENTS & CONSIDERATIONS

Based on the Policy development inputs, four commitments to Calgarians were identified for the refreshed Sport for Life Policy. In addition to the commitments, the Policy includes two considerations for how the commitments would be achieved.

Commitment 1: Designing and Delivering Sport Programs and Initiatives

Stakeholders identified the importance of the continued delivery of introduction and recreational Sport opportunities which foster fundamental skills and knowledge so that Calgarians may freely participate, experience, and enjoy Sport for health and wellbeing throughout their life.

Calgarians value safe open spaces for unstructured Sport, play, and equitable and inclusive access to sport opportunities. Stakeholders identified The City's role as an enabler and connector; to bridge local sport organizations and the education system in order to deliver quality Sport experiences as the foundation to lifelong participation.

Through coordination and collaboration with Partners, barriers to participation will be removed in order to create more equitable, inclusive, and accessible Sport opportunities.

Commitment 2: Building Infrastructure

This section of the Policy focuses on The City's commitment to deliver introduction-to and recreational Sport opportunities through investment in the development of Recreation infrastructure. It also considers how The City enables its Partners to deliver on competitive and high-performance Sport opportunities through infrastructure development and enhancement.

The infrastructure targets (Schedule 1 of the Policy) are based on the data-driven findings from several facility development and participation studies.

In the past, Sport and Recreation infrastructure were often approached separately. The Policy fosters an approach where limited capital resources achieve both Recreational and Sport-specific infrastructure needs. The Sport infrastructure aspects of the Policy align with the City's overall capital budget planning and implementation processes, and seek to leverage other funding sources through partnership.

Commitment 3: Allocating Amenity Use

This section of the Policy defines the principles (Schedule 2 of the Policy) for The City to maximize utilization of infrastructure in a fair, equitable, transparent, and consistent manner. It responds to the feedback collected through the Review and aligns with the Sport Field Strategy. It also recognizes the importance of data-driven decision making, as well as engaging with Partners to align best practices.

Commitment 4: Supporting Sporting Events

Administration recommended the development of an events strategy (the Eventful City Strategy (CPS2021-1353) was approved by Council in 2021) that would bring together Sporting events, culture, and arts under a single umbrella and cohesive vision; driving to achieve Council's priorities and inform infrastructure planning. This aligns with national and provincial approaches and considers the social, environmental, and economic legacy of events created through The City's support of destination events, major events, and local events.

In addition, this section of the Policy recognizes the enabling role of The City to streamline processes and grants that Sport Partners depend on to deliver events to Calgarians.

Consideration 1: Prioritizing our Investment

The City will consider the following when prioritizing where and how to invest in delivering on its commitments to Calgarians:

- Consistency with The City's core mandate and jurisdiction
- Community demand and state of readiness;
- Communities experiencing the most pressing needs based on social, physical, and economic indicators

Consideration 2: Partners

The City recognizes that members of the Sport Sector are integral to the continuum of service delivery with extensive knowledge and resources. The City will partner and engage with the Sport Sector to achieve the City's commitments to Calgarians.



Management Framework



OVERVIEW

As part of its Administrative Processes (5.7), the Policy set out a requirement for a Management Framework (the Framework) to be developed and stewarded by Administration. The Framework will outline areas of focus, an accountability strategy, and governance.

The Framework supports the Policy and will be used to provide a foundation for moving forward on the commitments to Calgarians, enabling collaboration on implementation activities, and outlining the oversight structures to ensure continued progress in meeting the Policy goals.

The Framework describes The City's intention to foster a progressive, collaborative and effective local Sport system in Calgary.

THE CITY'S ROLE

Informed by the Policy and with a view to complement and guide its direction, the Framework proposes a vision, mission, and mandate for achieving 'Sport for Life' for Calgarians.

An overall theme related to 'Calgary as a Sport City' emerged through the engagement with the Sport Sector during the Policy development process. There was a shared desire to explore this theme and define what actions and activities would help achieve this. We took what we heard from the community and developed a vision of 'Calgary as a Sport City'.

The vision

CALGARY AS A SPORT CITY

What does this look like?

Imagine a City of active and engaged Calgarians within a vibrant Sport culture. One that ensures quality opportunities and environments for all Calgarians to participate, experience, enjoy, and benefit from Sport throughout their life and at any level.

A City that supports broad participation and variety, as well as Sport focused on high-performance and excellence. A City with sufficient facilities for all needs; and municipal leadership that creates an ecosystem to deliver on the vision.¹

We envision a City that values and invests in Sport because of its contribution to healthy lifestyles and well-being, as well as to individual, community, and economic development, and the overall quality of life of Calgarians.

'Calgary as a Sport City' is a collective purpose and call to action for the Sport Sector – a coalition of members of the community that are involved in the development and delivery of Sport. **The intention of the Framework is to unite the Sport Sector towards this vision.**

Together, through Calgary's strong Sport legacy, culture, and unique assets, we can advance Sport in Calgary towards this vision and build a lasting impact. In doing so, it is anticipated that there will be positive achievement in health and wellness outcomes, improved inclusion of diverse and traditionally excluded groups, and enhanced delivery of Sport programs at the local community level.²

Our mission

Creating opportunities for all Calgarians to participate, experience, and enjoy Sport to the fullest extent of their abilities and interests.

Our mandate

Ensuring progress on the commitments of the Sport for Life Policy, and delivering on The City's ongoing commitment to support, collaborate and work with Calgary's vibrant Sport Sector and Partners to advance Sport in Calgary.

¹ Results, Findings, and Recommendations from the Calgary Civic Sport Policy Review, Western Management Consultants (2017)

² Results, Findings, and Recommendations from the Calgary Civic Sport Policy Review, Western Management Consultants (2017)

WHAT'S DRIVING US

We contribute to the Canadian Sport Policy goals³ and what the intentional use of Sport can do for citizens, the City, and as a tool towards sustainable development.⁴

Sport is a place to play, connect, learn, belong, empower, master, compete, perform, and more.

We will advocate for and promote how Sport contributes⁵ to making life better every day for Calgarians:

We recognize that the way Sport is offered and experienced creates the opportunity for positive outcomes.⁶ **By encouraging widespread participation in quality Sport opportunities, we anticipate positive results and outcomes in defined impact areas.**

"It is within Sport and physical activity's reach to improve health and wellbeing, inclusion, gender equality, and other social challenges. Countries that understand the value of Sport and physical activity and implement coherent development strategies reap rewards for their citizens and communities, including improved social cohesion, reduced spending on healthcare, better mental health, and other economic benefits."⁷



³ Canadian Sport Policy, Sport Canada (2012)

⁴ United Nations Department of Economic and Social Affairs: Sport for Development and Peace

⁵ Adapted from Sport for Life: A vision for sport in Scotland, Sport Scotland (2019)

⁶ Coalter, F. (2007). A wider social role for sport: Who's keeping the score? London, UK: Routledge

⁷ Long-Term Development in Sport and Physical Activity 3.0, Sport for Life (2019)



Unfortunately, a global pandemic heavily impacted the delivery of Sport at all levels beginning in 2020. **Long-standing issues and barriers in the Sport system were highlighted by the pandemic.**⁸

We will strive to address the challenges that face Sport in Calgary and the barriers many Calgarians meet related to their participation in Sport. By strengthening and uniting Calgary's Sport Sector, including its network of over 400 local Sport organizations, we will be able to meet these challenges and remove the barriers that prevent Calgarians from participating.

Collectively, the Sport Sector has an obligation to provide all Calgarians with equitable opportunities to benefit from Sport – no matter one's ethnicity, gender, income, education, ability, or area of the City they live.

The City has a leadership role to play in shifting the local Sport system to engage those who are currently underrepresented – groups of Calgarians that do not participate in Sport at the same rate as Calgarians as a whole. With help from our Partners, we will develop and implement strategies to address inclusion, participation, and retention in Sport. **We are determined to tackle this inequity and open up the benefits of Sport to all Calgarians.**

As society transitions back to everyday life following the pandemic there is an international recognition that **there has never been a more opportune time for Sport to play a key role in the development of the health and wellbeing of citizens, the community, and the economy.**⁹

The opportunity lies in reinvigorating the Sport Sector as a united and coordinated system that meets the diverse needs of Calgarians.

⁸ COVID-19 Exacerbates Inequities in Canadian Sport Sector, Sport for Life Society (2021)

⁹ Canadian Sport Policy Renewal: Environmental Scan. COVID-19 lens. CCB Consulting (2021)

HOW WE'LL WORK

When prioritizing where and how to invest in delivering on the commitments to Calgarians, we will be guided by a set of principles that underpin the Framework:

Principles

- We acknowledge that **Sport is a fundamental human desire and right for all ages and stages of life.**
- We **focus on the people and places that need it the most**, ensuring equity, diversity, inclusion, and accessibility.
- We recognize the importance of providing positive **quality Sport experiences, developing physical literacy and a passion for Sport.**
- We contribute to **Canadian Sport Policy goals** and align with Canada's **Long-Term Development in Sport & Physical Activity framework.**

Moving forward on the Policy's commitments will require that all activities are viewed through values lenses that incorporate broad City strategies and best practice for ensuring successful outcomes:

Values

- We will be **strategic** and **purpose-driven**
- We will be **evidence-based** and **outcomes-focused**
- We will be **inclusive** and **collaborative**
- We will be **citizen** and **system focused**

AREAS OF FOCUS

City's are widely recognized for their role and responsibility to deliver programming and invest in infrastructure development. They also play a key role in system governance and in connecting and coordinating with a wide array of stakeholders.

To achieve what the Policy lays out as what we will work towards, we have created four areas of focus. The focus areas allow us to organize planned activities to best follow through on the Policy commitments and considerations.

The areas of focus for Policy implementation are **Sport Opportunities, Sport Environments, Sport Leadership, and Sport Partnerships**:



Our Commitments to Calgarians

Designing and Delivering Sport Programs and Initiatives

Building Infrastructure

Allocating Amenity Use

Supporting Sport Events

ACCOUNTABILITY STRATEGY

The City of Calgary's Administration is accountable for both the stewardship of the Sport for Life Policy and the effectiveness of its implementation.

The Sport Development and Partnerships division stewards the Policy on behalf of The City. We are responsible for developing and stewarding the Management Framework and Implementation Plan, as well as reporting to Council on progress and results.

Outcomes-focused planning demands that The City demonstrates accountability to Calgarians, Council, Partners, Employees, and the Sport Sector at large.

Recognizing this need for accountability, we will prioritize establishing a comprehensive accountability strategy for the Policy. The strategy will be comprised of the following elements:



• Engagement

Feedback will be regularly sought and incorporated into planning and decision-making. Engagement involves interaction with stakeholder members of the Sport Sector and the public. Engagement will be incorporated into specific strategies and related projects. This will include opportunities to communicate and share back with the community on what we heard, how it influenced decision-making, and what the result is.

• Research

At the departmental and business unit levels, and with Partners in the Sport Sector, establishing a robust and integrated research & disaggregated data strategy will enable all to garner the benefits of evidence-based decision-making.

Staying informed about current work undertaken in the fields of Sport, Physical Activity and Recreation is critical. Monitoring emerging themes and issues, relevant literature, and statistical data must be a deliberate and focused action. This includes keeping a pulse on the spectrum of Sport activities within the city of Calgary.

We will develop a systematic and effective approach to identifying and incorporating relevant theory, research, and disaggregated data into planning initiatives. Needs and preferences research will be conducted periodically to inform planning.

• Reporting

We are required to report to Council within the year prior to the start of each budget and planning cycle. Comprehensive and effective reporting requires an investment in accurate and regular measures and research of results, indicators, and performance measures.

Through regular monitoring and reporting, we will periodically communicate overall progress and impacts on local, provincial, and national Sport outcomes being made together by all those involved in advancing Sport in Calgary.

Ultimately, a results-based accountability framework will be designed to begin to measure impact and gauge progress towards Sector-wide desired outcomes. Key result areas, population indicators, and performance accountability measures will be defined. The intent is to capture both The City's specific impact – through the programs we deliver, the initiatives we undertake, the facilities we build, and the partnerships we establish – and how, when that is combined with efforts of other members of the Sport Sector, can begin to add up to population level changes we intend to see through the Policy.

The reporting will be publicly available and aligned with Partners and other orders of government. We will communicate and educate on its methodologies.

Over time, through the accountability strategy, we will be able to use the growing body of evidence to improve planning for Sport and act on the information.

We will focus on developing and aligning how we and our Partners gather data, use information, and share knowledge. This will create an environment where trends and signals can be identified, and insights can be drawn to effectively plan for the future.



GOVERNANCE

To effectively govern the Sport for Life Policy, oversight and support for implementation and accountability activities is required. We will prioritize establishing a Policy Implementation Monitoring (PIM) group, to perform this function.

A Terms of Reference (TOR) will be developed to further define the purpose and structure of the PIM, including any sub working groups. The TOR will include collaborating on the iterative development of the Implementation Plan and its execution.

The PIM will be driven administratively by the Sport Development & Partnerships division as the Policy steward. The intention is to bring together a cross section of City Administration that work within the Policy's areas of focus, either directly or indirectly impacting the delivery of Sport to Calgarians.

Additionally the PIM may include representation from the Policy's two strategy delivery Partners. Sport Calgary and the Calgary Sport and Major Events Committee have important contributions to make towards the overall governance of the Policy.

The Policy directs that Sport Calgary will lead an Advisory Committee consisting of members of the Sport Sector that will coordinate efforts, promote the value of Sport, and contribute to the advancement of Sport in alignment with the Policy.

The Sport Sector includes local Sport organizations, community and development organizations, other sectors such as health, recreation, education, and the private sector. It also includes other orders of government, provincial Sport organizations, national Sport organizations, and multi-Sport organizations.

The Calgary Sport and Major Events Committee advises both Tourism Calgary and The City regarding Sport infrastructure and events. They provide strategic direction, advice, and due diligence in the proactive process of evaluating and attracting major Sports events for the city of Calgary.

This connection with our Partners is the foundation for collaborating on mutually agreed upon priorities and accountabilities needed to deliver positive results for Calgarians. These efforts contribute to building an integrated Sport system in Calgary. We intend to co-create and influence the actions our Partners take towards implementing the Policy.

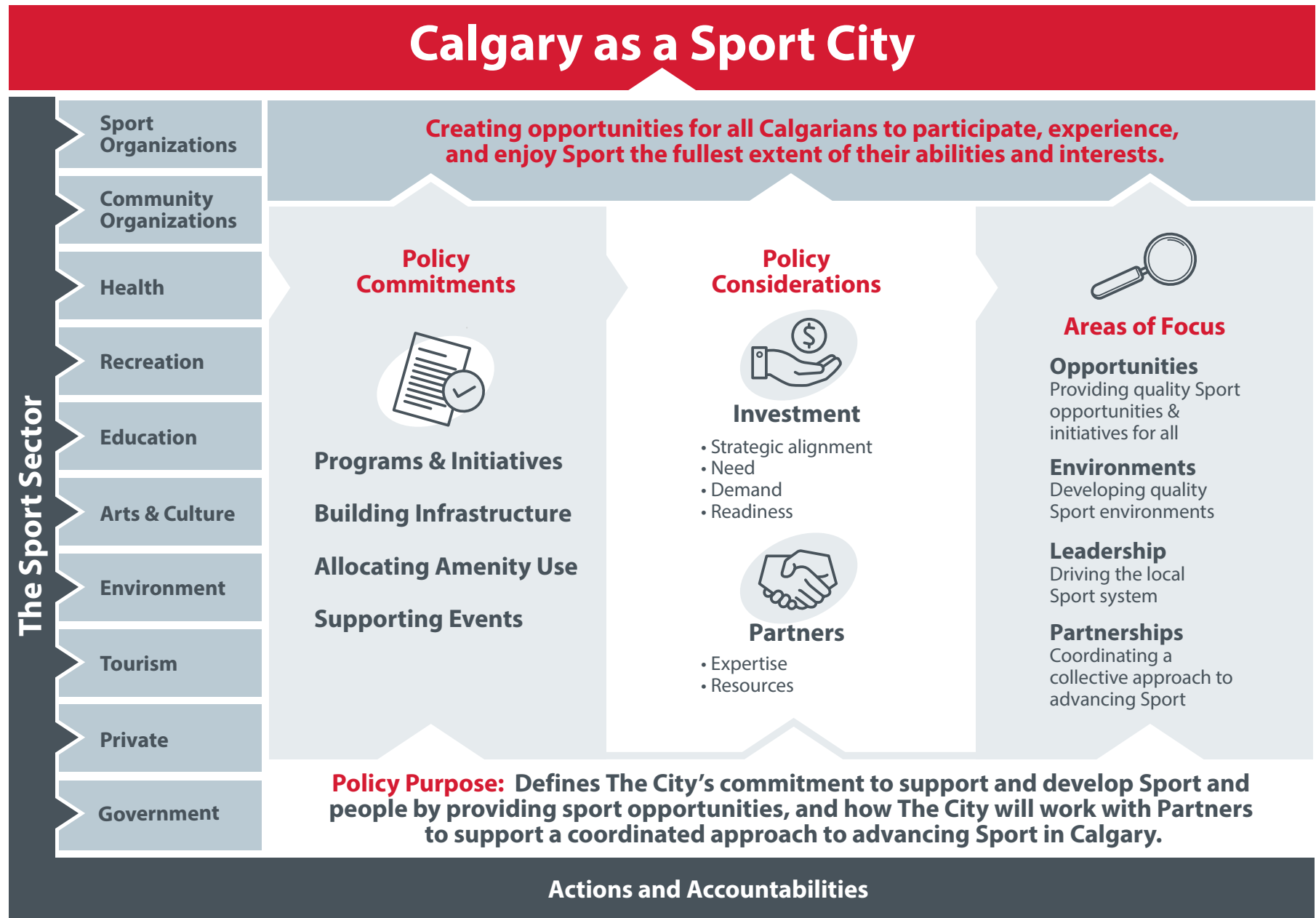
HOW WE'LL KNOW IF THE NEEDLE IS MOVING

We can't achieve the vision of Calgary as a Sport City alone.

Every member of the community involved in Sport, including other Sectors, has a stake in the Implementation Plan and a role to play in achieving the vision. Coordinated actions and accountabilities within the Sport Sector are key to maximizing a collective impact on Calgarians and the city of Calgary.

THE 'CALGARY AS A SPORT CITY' MODEL

This model¹⁸ describes how when the collective actions of the Sport Sector are aligned to the Sport for Life Policy we can create a local Sport system that benefits all Calgarians:



¹⁸ Adapted from Sport for Life: A vision for sport in Scotland, Sport Scotland (2019)



Implementation Plan



OUR PRIORITIES

While there have been several significant accomplishments and advancements in the local Sport system since the Sport for Life Policy was adopted by Council, we are still in the early stages of Policy implementation.

This is a year of transition, and our attention has been on building a strong foundation for the Policy's implementation going forward. By establishing the Management Framework, we have created a strategic approach to making **'Calgary as a Sport City'** a reality.

A primary focus will be on engaging key stakeholders to introduce the Framework and begin to establish the governance, accountabilities, and resources required to support and enable aligned and collaborative implementation.

We will continue to develop and refine the Implementation Plan while progressing work that has already started on priority strategies.

WHAT WE'LL DO

Each area of focus contains strategies aimed at addressing key issues in the local Sport system and delivering on The City's commitments to Calgarians.

The strategies identified here are planned to align with The City's four-year budget and planning cycle. The specific actions under each strategy will be dependent on confirmed resourcing for the 2023-2026 cycle.



SPORT OPPORTUNITIES

- Design and deliver quality Introduction-to, Recreational, and Sport for Development programs and initiatives.
- Remove barriers that prevent Underrepresented Groups from participating and enjoying the benefits of Sport.
- Facilitate connections between Sport and Education to deliver Quality Sport Experiences in the school setting and within the local community.
- Enable health, wellbeing, and active lifestyles when developing, reviewing, and amending municipal plans, policies, and bylaws.



SPORT ENVIRONMENTS

- Develop and enhance Recreation infrastructure and Open Spaces to support access to Unstructured Sport activities and the delivery of Introduction-to and Recreational Sport opportunities.
- Develop and enhance Sport infrastructure to enable Sport Centres to deliver Competitive and High Performance Sport opportunities and City-owned Facilities to accommodate sanctionable sporting activities.
- Reflect, challenge, and transform how we think about and experience the diverse representations of sport as culture.
- Allocate City-owned and operated infrastructure in a fair, equitable, and transparent manner.



SPORT LEADERSHIP

- Establish the Policy Management Framework.
- Prioritize where and how to invest in delivering on the Policy commitments to Calgarians.
- Enable the success of Partners and members of the Sport Sector by establishing and implementing an Events Strategy that promotes Legacy from events and the streamlined delivery of Sport events in Calgary.
- Foster the adoption of Inclusive and Accessible not-for-profit governance frameworks by local sport organizations.
- Increase awareness of policies, strategies, plans, programs and initiatives in the Sport Sector.



SPORT PARTNERSHIPS

- Utilize Sport Calgary as strategy delivery Partner.
- Utilize the Calgary Sport and Major Events Committee as a strategy delivery Partner.
- Partner and engage with the Sport Sector to achieve the Policy commitments.



Appendix:

Sport for Life Policy

Policy Title: Sport for Life Policy

Policy Number: CP2018-03

Report Number: CPS2018-0358

Adopted by/Date: Council / 2018 May 28

Effective Date: 2018 May 28

Last Amended: N/A

Policy Owner: Calgary Recreation

1. POLICY STATEMENT

1.1 This Council policy will make life better for Calgarians everyday by acknowledging Sport as a fundamental human desire. It will create opportunities for all Calgarians to participate, experience, and enjoy Sport to the fullest extent of their abilities and interests. The policy emphasizes The City's ongoing commitment to support, collaborate and work with Calgary's vibrant Sport Sector and Partners to design and deliver appropriate Sports programming for all Calgarians through all stages of their life.

1.2 Municipalities are widely viewed as the primary supplier of Recreation services. i Calgary's Recreation Master Plan recognizes the vital role of Partners to the development of a broad and responsive service continuum.

1.3 The City's Municipal Development Plan acknowledges that Recreation, which includes Sport, plays an important role in:

- i. building complete, strong and great communities;
- ii. adding to the cultural vitality of the city;
- iii. contributing to economic development and prosperity;
- iv. fostering active and vibrant neighbourhoods; and
- v. sustaining healthy communities by promoting active living.ⁱⁱ

1.4 The City acknowledges that Sport is a fundamental human desire for all ages and stages of life. ⁱⁱⁱ

2. PURPOSE

2.1 This Council policy defines The City's commitment to Calgarians to support and develop Sport and people by providing Sport opportunities.

2.2 This Council policy defines how The City will work with Partners to support a coordinated approach to advancing Sport in Calgary.

3. DEFINITIONS

3.1 "Active for Life" refers to participants who have a desire to be physically active.^{iv}

3.2 "Active Start" means learning FUNdamental movements and linking them together in play. ^{iv}

3.3 "Accessible" means factors align with the ability for individuals to participate in Sport. This is achieved through the removal of barriers impeding access, which may include social, financial, geographic and physical barriers. The result of accessibility is everyone is able to participate in all aspects of society.

3.4 "Agreement" means a negotiated and legally binding arrangement between The City and one or more Partner, as to a course of action.

3.5 "Allocation" refers to effectively managing participant demand by maximizing use of facilities supported by efficient access to bookings data, scheduling processes, a reliable tracking system and accurate facility utilization data.

3.6 "Awareness" promotes an understanding of opportunities for participants to get involved in Sport and physical activity. It highlights opportunities for persons of all abilities to participate in Sport, become athletes, and go as far as their ability and motivation will take them. ^{iv}

3.7 "Barriers" refers to environmental, structural, systemic, social and personal realities that prevent Participation in Sport, or make such participation difficult to achieve (e.g., building design, tranSportation, attitudes, etc.). Barriers may be socio-economic (e.g., poverty, poor health) or may be characteristics of the Sport system that prevent or limit the Sport participation (e.g., lack of awareness programs, lack of specialized coaching or adapted equipment, etc.).^v

3.8 “Competitive Sport” means Calgarians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.^{vi}

3.9 “Equity” means people receive tailored treatment according to their respective needs and social conditions. It requires recognition that different barriers, often systemic, exist for diverse individuals or groups. The result of equity is all people have the opportunity to benefit equally.

3.10 “Events Strategy” refers to a strategic approach that supports Council’s overall vision for Calgary while considering:

- i. the Festival and Events Policy CSPS032 as it relates to funding strategies, the Allocation of infrastructure and criteria for the inclusion of new events or removal of less impactful events.
- ii. how Underrepresented Groups are engaged.
- iii. the critical role of Partners.
- iv. alignment with national objectives, where applicable.
- v. the hierarchy (e.g. signature / destination events, major events, and local events) and nature (e.g. one-time versus recurring) of events.

3.11 “First Involvement” refers to the positive and welcoming first experiences potential participants have in Sport.^{iv}

3.12 “Fundamentals” means 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 resulting in participants developing a wide range of movement skills along with the confidence and desire to participate.^{iv}

3.13 “High Performance Sport” means Calgarians are systematically achieving world-class results at the highest levels of competition through fair and ethical means.^{vi}

3.14 “Introduction to Sport” means Calgarians have the fundamental skills, knowledge and attitudes to participate in Organized and Unstructured Sport.^{vi}

3.15 “Inclusion” means creating environments in which any individual or group is respected and valued. The result of social inclusion is that people feel they belong and can fully participate in society.

3.16 “Indicators” refers to a measure of well-being which helps quantify the achievement of the Result.^{vii}

3.17 “Learn to Train” means understanding basic rules, tactics and strategy in games and includes the refinement of Sport specific skills. There are opportunities to participate in multiple Sports. Games and activities are inclusive, fun and skill based.^{iv}

3.18 “Legacy” refers to the intentional extension of the benefits of bidding and hosting beyond the delivery of a specific event, to build sustainable capacity for the local Sport Sector. Legacies:

- i. are planned for, operationalized and measured;
- ii. may occur prior to, during, or following an event;
- iii. include programming for athletes, coaches, officials, leadership or community development, new or improved infrastructure (inclusive of ongoing operating and programming), distribution of physical assets or equipment, sharing of intellectual property or transfer of knowledge, and the establishment or management of trust funds; and
- iv. may be linked to an event’s wind-up, surplus, or include contributions specifically for legacy activities.^{viii}

3.19 “Open Spaces” refers to city-owned land primarily used to provide spaces for Accessible public recreation and aligns with other uses. Examples include continuous pathways, Sport fields, athletic parks, regional parks, outdoor multi-Sport courts (racket-specific, basketball, volleyball, etc.), wheeled Sport parks, playgrounds and golf courses.^{ix}

3.20 “Participation” refers to athletes or participants practicing Sport. It does not refer to leaders, volunteers, coaches, officials, or administrators.^x

3.21 “Performance Measures” refers to how well a program, agency or service system is working in terms of quantity, quality, and effect on Calgarian’s lives.^{vii}



3.22 “Partner” means an independent organization that agrees to collaborate with The City to deliver positive Results for Calgarians.^{xi}

3.23 “Quality Sport Experience” refers to the planned, progressive, inclusive learning experience that acts as the foundation for lifelong engagement in Sport. The learning experience offered through lessons should be developmentally appropriate to help participants acquire the psychomotor skills, cognitive understanding, and social and emotional skills needed to lead a physically active life.^{xii}

3.24 “Result” refers to a specific condition of well-being of whole populations such as children, adults, families, communities and businesses. Results may include the positive benefits generated by the activities carried out by The City or its Partners.^{vii}

3.25 “Recreation” refers to the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being. Recreational experiences include participation in physical activity and Sport, in artistic, cultural, social and intellectual activities.^{xiii}

3.26 “Recreational Sport” means Calgarians have the opportunity to participate in Sport for fun, health, social interaction and relaxation.^{vi}

3.27 “Social Conditions” means the variables that impact an individual’s quality of life, access to opportunities, or lived experience. Positive social conditions may require that policies, plans, strategies, programs and services are delivered Equitably in order to advance equality.

3.28 “Sport” consists of Organized Sport and Unstructured Sport.

i. “Organized Sport” refers to activities which involve training or competition with some level of physical intensity or organization. It does not include activities in which the performance of a motorized vehicle is the primary determinant of the competitive outcome. Games of skill such as billiards board games, and electronic games are not included.^x

ii. “Unstructured Sport” refers to Sport-like activities that are often spontaneous in nature and participant led with a low level of organization and may include games with rules. Unstructured Sport provides participants with numerous learning opportunities and a context to be physically active while having fun, usually without a formal club structure.^{xiv}

- 3.29 “Sport Centres” refers to facilities built, designed and operated to achieve a core objective of training and competition for the development of competitive and high-performance athletes. Sport Centres commonly deliver on recreation needs to the general public and excellence as a dual mandate. Sport Centres are typically located on city-owned land, operated by The City or a Partner and may be tax-supported.
- 3.30 “Sport Sector” refers to the members of the community indirectly or directly involved in Sport, how they interact, and their contributions to the development and delivery of Sport. The Sport Sector includes local Sport organizations, community organizations, other sectors such as health, recreation, education and the private sector. It also includes other orders of government, provincial Sport organizations national Sport organizations, and multi-Sport organizations.
- 3.31 “Train to Compete” means athletes 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. ^{iv}
- 3.32 “Train to Train” means athletes have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). A progression from local to provincial competition occurs over the course of the stage. ^{iv}
- 3.33 “Train to Win” refers to world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups or top professional leagues). These athletes have highly personalized training and competition plans and have an integrated support team of physical therapists, athletic therapists, and Sport psychologists providing ongoing support. ^{iv}
- 3.34 “Underrepresented Groups” refers to groups of Calgarians that do not Participate in Sport at the same rate as Calgarians as a whole. These groups commonly include some women and girls; socio-economically disadvantaged Calgarians; Indigenous peoples; persons

with a disability; newcomers which include recent immigrants; refugees and new Canadians; older adults; and members of the LGBTQ community.^{xv}

4. APPLICABILITY

- 4.1 This Council policy applies to all City departments and business units that directly or indirectly impact the delivery of Sport.
- 4.2 This Council policy applies to Partners as defined by the Investing in Partnerships Policy (CPS2017-01) and set out in mutually accepted Agreements between The City and its Partners.
- 4.3 This Council policy does not apply to Sports entertainment and professional Sport.

5. PROCEDURE

5.1 Our Commitment to Calgarians - Designing and Delivering Sport Programs and Initiatives

- 5.1.1 The City will coordinate with Partners to:
- i. design and deliver Introduction to Sport and Recreational Sport programs and initiatives that:
 - a. are Equitable, Inclusive and Accessible; and
 - b. align with the long-term athlete development stages of Awareness, First Involvement, Active Start, Fundamentals, Learn to Train and Active for Life.
 - ii. provide Quality Sport Experiences.
 - iii. activate Open Spaces, in support of Calgary’s Play Charter.
 - iv. remove Barriers that prevent Underrepresented Groups from Participating and enjoying Sport.
- 5.1.2 The City will facilitate connections between Sport and education to deliver Quality Sport Experiences in the school setting and within the local community in support of comprehensive school health.
- 5.1.3 The City will strive to enable the health, well-being and active lifestyles of all Calgarians when developing, amending, maintaining and reviewing municipal plans, policies and bylaws.

5.2 Our Commitment to Calgarians - Building Infrastructure

- 5.2.1 The City will develop and enhance Recreation infrastructure to support the delivery of Introduction to Sport and Recreational Sport by working, within our means, toward the infrastructure targets set out in Schedule 1.
- 5.2.2 The City will strive to develop and enhance Competitive Sport and High Performance Sport infrastructure by supporting the objectives set out in the Events Strategy which enable Sport Centres to deliver Train to Train, Train to Compete and Train to Win stages of long-term athlete development.
- 5.2.3 The City will develop and enhance City-Owned facilities to accommodate sanctionable Sporting activities, where appropriate.
- 5.2.4 The City will invest in the development and enhancement of Open Spaces:
- i. to support Unstructured Sport, but not to the detriment of Organized Sport.
 - ii. with a focus on connected, convenient and obstruction-free access by way of cycling and walking.
- 5.2.5 The City will strive to reflect, challenge and transform how we think about and experience the diverse representations of Sport as culture, where appropriate or as applicable in the development of public art plans.

5.3 Our Commitment to Calgarians - Allocating Amenity Use

- 5.3.1 The City will allocate City-owned and operated infrastructure in a fair, equitable, and transparent manner that is consistent with the principles set out in Schedule 2.
- 5.3.2 The City will work with Partners to promote the appropriate allocation of infrastructure.

5.4 Our Commitment to Calgarians - Supporting Sporting Events

- 5.4.1 The City will enable the success of Partners and members of the Sport Sector:

- i. by establishing an Events Strategy that promotes Legacy from events, as an important contributor to Awareness and First Involvement in arts, culture and Sport; and
- ii. through the continuous evaluation and improvement of City policies, processes and grants that are important to the streamlined delivery of Sport events in Calgary.

5.5 Prioritizing our Investment

- 5.5.1 The City will consider the following when prioritizing where and how to invest in delivering on its commitments to Calgarians:
- i. consistency with The City's core mandate and jurisdiction;
 - ii. community demand and state of readiness;
 - iii. communities experiencing the most pressing needs based on social, physical and economic indicators such as:
 - a. poor Social Conditions;
 - b. low Participation in Organized Sport and Unstructured Sport;
 - c. low concentration of publicly accessible facilities and Open Spaces; and
 - d. low concentration of Calgarians experiencing the health benefits of being physically active.

5.6 Partners

- 5.6.1 The Calgary Sport and Major Events Committee is a strategy delivery Partner that:
- i. advises Tourism Calgary and The City in the advancement of Clauses 5.2 and 5.4;
 - ii. provides strategic direction, advice and due diligence in the proactive process of evaluating and attracting major Sports and culture events for the city of Calgary.
- 5.6.2 Sport Calgary is a strategy delivery Partner that:
- i. advises The City of Calgary in the advancement of Clauses 5.1, 5.2 and 5.3;
 - ii. builds the capacity of local Sport organizations through education, training, and best practices; and
 - iii. leads an advisory committee consisting of members of the Sport Sector that will:



- a. coordinate efforts to build an integrated Sport delivery system;
- b. contribute to the advancement of Sport in alignment with this Council policy; and
- c. promote the value of Sport to Calgarians.

5.6.3 Members of the Sport Sector are integral to the continuum of service delivery with extensive knowledge and resources. The City will partner and engage with the Sport Sector to achieve the City's commitments to Calgarians.

5.6.4 In alignment with the Investing in Partnerships Policy (CPS2017-01):

- i. Administration will partner with the Calgary Sport and Major Events Committee, Sport Calgary and members of the Sport Sector based on mutually agreed upon Results and accountabilities as set out in Agreements.
- ii. Council authorizes Administration to approve Agreements relating to Partners provided that any City financial obligations are available in the budget approved by Council and the Agreements meet policies, procedures, standards and guidelines approved by Council.

5.7 Administrative Processes

5.7.1 A management framework will:

- i. outline areas of focus, accountability strategy, and governance;
- ii. be developed and stewarded by Administration;
- iii. will be supported by an implementation plan; and

iv. support the leadership of Sport Calgary and the Calgary Sport and Major Events Committee to foster the adoption of Inclusive and Accessible not-for-profit-governance frameworks by local Sport organizations, which reflect:

- a. best practices and principles; and
- b. expanded definitions of experience, expertise, and education to include such considerations as age, ethnicity, gender identity, ability, income, sexual orientation, national origin and family.

5.7.2 Calgary Recreation will:

- i. steward this Council policy.
- ii. report to Council on Results, Indicators and Performance Measures within 12 months prior to the start of each budget and planning cycle.
- iii. conduct a comprehensive stakeholder engagement and sector wide review within ten (10) years of the effective date of this Council policy. The relevance and alignment of this Council policy will be assessed based on Results, Indicators and Performance Measures and reported to Council in compliance with the Council Policy Program (CC046).
- iv. invest in accurate and regular measures and research of Results, Indicators and Performance Measures.

6. SCHEDULE(S)

6.1 Schedule 1 - Infrastructure Targets

6.2 Schedule 2 - Allocation Principles

6.3 Schedule 3 - References

7. AMENDMENT(S)

Date of Council Decision	Report/By-Law	Report/By-Law

8. REVIEWS(S)

Date of Policy Owner's Review	Description

Schedule 1 - Infrastructure Targets

The following infrastructure targets align with The City's facility development and enhancement studies. These targets support transparent, data driven conversations between Administration and the Sport Sector.

Infrastructure type	Population target
25 meter pool	72,000
12 meter x 20 meter deep water tank	72,000
court gymnasium	72,000 / pair
mac - multi activity court / field	72,000
twin ice rink	64,000
multi - purpose room	72,000 / pair
group exercise studio	72,000 / pair
50 meter pool	450,000
artificial turf field	353,000 / pair
class a / b field	22,100
class c field	14,600
class d field	1,600

These infrastructure targets must be considered within a sustainable strategy for recreation infrastructure which (i) promotes operational efficiency and site optimization; (ii) aligns with the Triple Bottom Line Policy and Access Design Standards; (iii) contributes to equitable distribution of infrastructure across the City; (iv) optimizes infrastructure by extending available play time; and (v) balances use by Organized Sport with public access.

Additional Sport amenity components may be addressed when specific projects are undertaken and program refinement commences. Emerging Sports with atypical requirements or unusual Sport activities with limited demand, may be addressed in program refinement and then incorporated into specific infrastructure projects as part of the functional design.

Schedule 2 - Allocation Principles

The following principles will guide the development of procedures and practices used by Administration to make fair, Equitable, transparent and consistent allocation decisions.

1. Sport user groups will be allocated space based on the number and age of regular season participants and in alignment with long-term athlete development standards for game, practice and warm-up time as established by governing provincial or national Sport organizations or an equivalent.
2. Sport user groups serving children and youth regular season will take priority over Sport user groups serving adults and seniors regular season followed by out of season or extra practices, private users and commercial users.
3. As defined in the Events Strategy, events may take priority.
4. Introduction to Sport and Recreation Sport opportunities designed for Underrepresented Groups will be considered first in the use of unallocated time.
5. Optimization and economic sustainability of resources are a priority without limiting the social, environmental and community benefits.
6. Audits of statistics submitted to The City will be conducted as required to maintain the confidence of Sport user groups that data is current and accurate.

In addition, The City will:

- i. maintain prototypical schedules which includes City programs and services.
- ii. consistently track usage, maintenance time, recovery time, and availability.
- iii. report the times during which the amenities are not being fully utilized.

Schedule 3 - References

- i** As identified in the September 1987 National Recreation Statement. As reaffirmed by Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council. February 2015. A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing.
- ii** The City of Calgary. Recreation Master Plan: 2010-2020. Calgary, Alberta.
- iii** As identified in the September 1987 National Recreation Statement. As reaffirmed by Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council. February 2015. A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing. Ottawa: Canada Recreation and Parks Association. As adopted in 1987 and revised on 2015 November 17; UNESCO International Charter of Physical Education, Physical Activity and Sport.
- iv** Adapted from Sport for Life Society. 2016. Sport for Life - Long-Term Athlete Development Resource Paper 2.1.
- v** Adapted from Sport Canada. June 2006. Policy on Sport for Persons with a Disability. Ottawa: Sport Canada. URL:<http://canada.pch.gc.ca/eng/1414513635858/1414513676681>
- vi** Endorsed by Federal, Provincial and Territorial Ministers responsible for Sport, physical activity and recreation. June 2012. Canadian Sport Policy 2012. Inuvik, Northwest Territories.
- vii** Friedman M. 2005. Trying Hard Is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities. FPSI Publishing. p. 19-20.
- viii** Adapted from Heritage Canada. January 2008. Federal Policy for Hosting International Sport Events. Ottawa: Heritage Canada. URL: <http://canada.pch.gc.ca/eng/1426532459308>.
- ix** The City of Calgary. Amended 2003. Open Space Plan. Calgary, Alberta.
- x** Adapted from Canadian Heritage. February 2013. Sport Participation 2010: Research Paper.
- xi** The City of Calgary. Investing in Partnerships Policy. Calgary, Alberta
- xii** Adapted from United Nations Educational Scientific and Cultural Organization. 2015. Quality Physical Education (QPE): Guidelines for Policy-Makers. UNESCO. Paris, France.
- xiii** Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council. February 2015. A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing.
- xiv** Adapted from ParticipACTION. 2016. Are Canadian kids too tired to move? The 2016 ParticipACTION Report Card on Physical Activity for Children and Youth. Toronto, ParticipACTION.
- xv** Adapted from Cragg, S., C. Costas-Bradstreet, J. Arkell & K. Lofstrom. 2016. Policy and program considerations for increasing Sport participation among members of under-represented groups in Canada. Interprovincial Sport and Recreation Council, Ottawa, Ontario.