



# Sport for Life Policy Background



## LAND ACKNOWLEDGEMENT

The city of Calgary, where the Bow and Elbow rivers meet, was historically a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Long before Scottish settlers named it Calgary, the original Indigenous Nations of this area had their own names for the land. In the Blackfoot language, it is called Moh-kins-tsis (moh-GIN'-stis (a soft 'g')). The Îlethka Nakoda Wicastabi (ee-YETH'-kah nah-COH'-dah WHISK'-ah-tah-bay) First Nations refer this place as Wicispa Oyade (weh-CHIS'-spa oh-YAH'-day) and the people of the Tsuut'ina (Soot-tenna) nation call it Guts-ists-I (GOOT'-sis). The Métis call the Calgary area Otos-kwunee (oh-TUSS' - kwanee).

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika (Seeg-see-kah), Piikani (Bee-gun-nee), Amskaapipiikani (Om-Skaa-bee-bee-Gun-nee) and Kainai (G-ai-nah) First Nations; the Îlethka Nakoda Wicastabi (ee-YETH'-kah nah-COH'-dah WHISK'-ah-tah-bay) First Nations, comprised of the Chiniki (Chin-ick-ee), Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak (Oti-pe-mes-se-wa) Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous people 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 at**  
<https://www.calgary.ca/sport>





## 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.

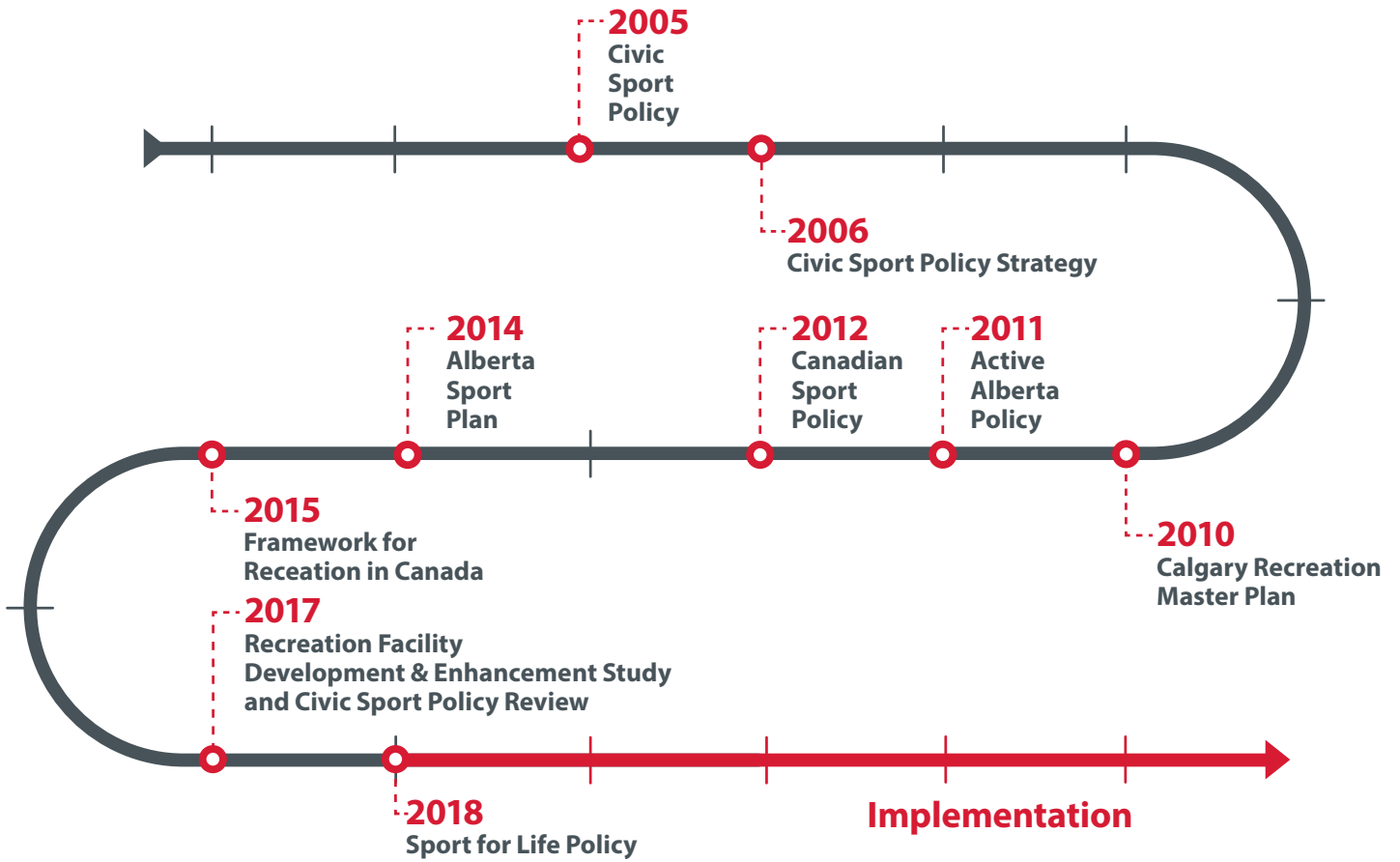
Municipally, the Recreation Master Plan (2010-2020) was completed and The City's Recreation Facility Development and Enhancement Study and its Sport Infrastructure Compendium (2017) provided the needed foundation for data driven discussions about infrastructure requirements and Sport specific needs.

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

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
<b>Going the Distance: the Alberta Sport Plan</b>	<b>Canadian Sport Policy &amp; Long-Term Development in Sport and Physical Activity</b>
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.

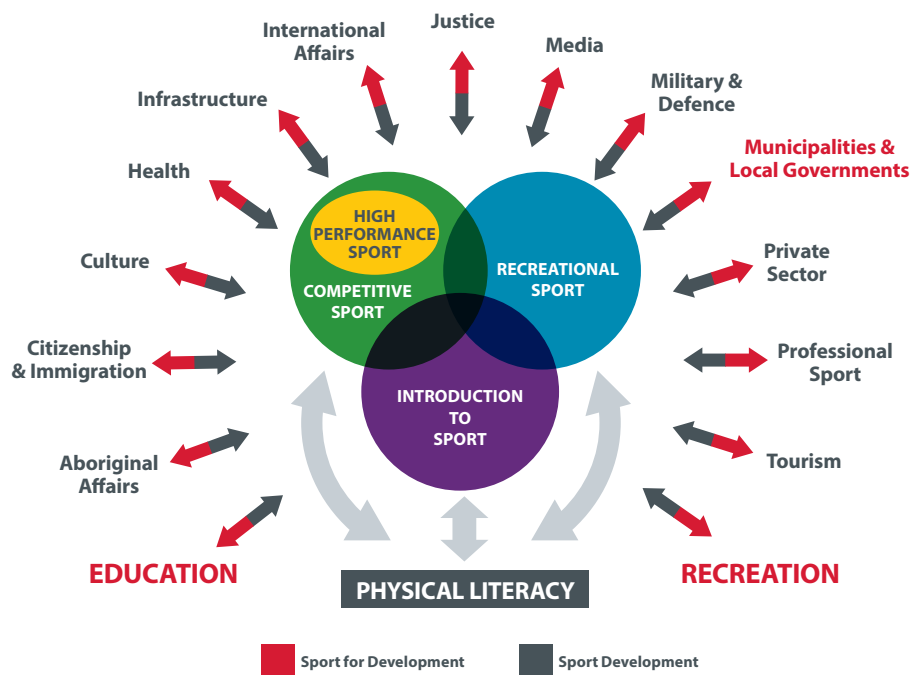
It recognizes the important role that participation plays in contributing to physical literacy and depicts how physical literacy provides the foundation for optimal participation in each of the contexts.

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	
<b>Introduction to Sport</b>	Canadians have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized Sport.
<b>Recreational Sport</b>	Canadians have the opportunity to participate in Sport for fun, health, social interaction and relaxation.
<b>Competitive Sport</b>	Canadians have the opportunity to systematically improve and measure their performance against other in competition in a safe and ethical manner.
<b>High Performance Sport</b>	Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
<b>Sport for Development</b>	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.

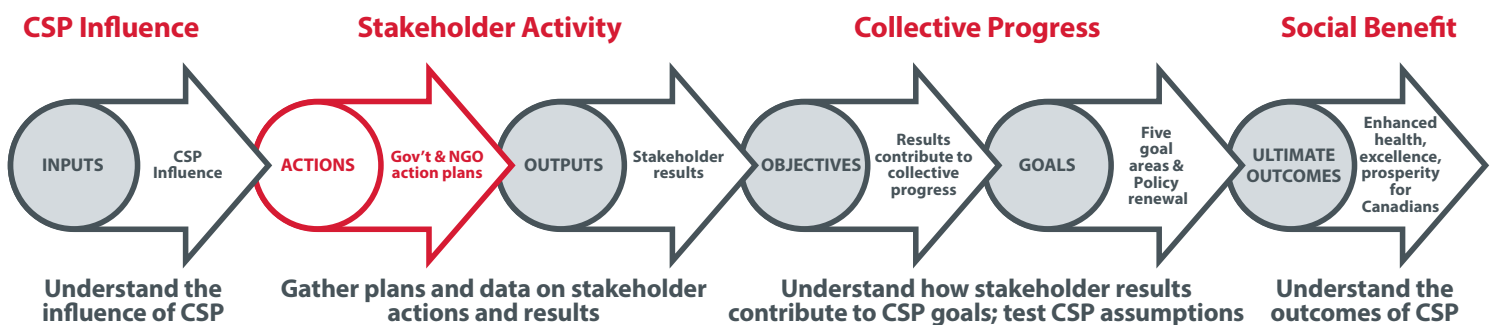
The CSP is designed to be implemented by complementary action plans developed by governments individually and collectively, and by non-government organizations (NGOs) in the Sport and related sectors.

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.**

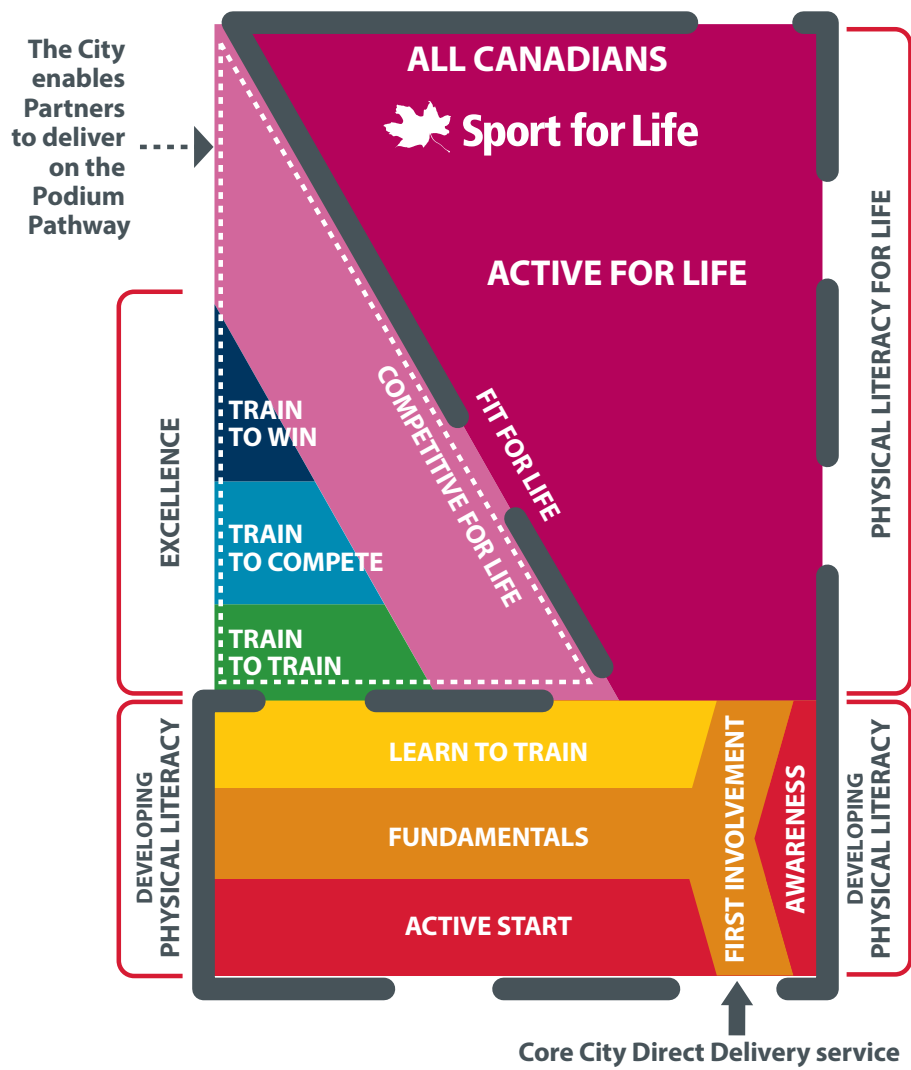
**Figure 2: Canadian Sport Policy Logic Model**



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.

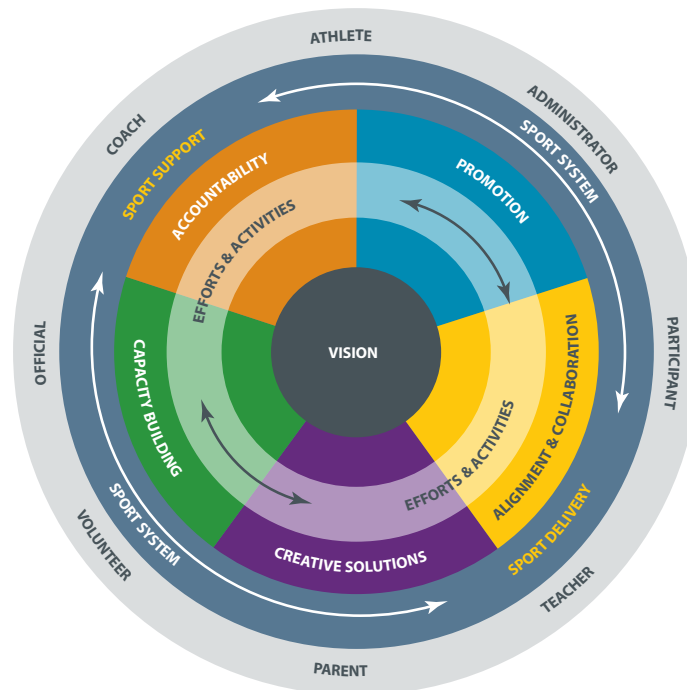
The framework shows the integrated nature of the system and allows stakeholders to identify their contributions, confirm their role, strategically plan, and make decisions about actions and investments. The Alberta Sport Plan outlines the role and contributions of municipal governments to:

- 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.