

January, 2017



The City of Calgary Civic Sport Policy Review

“What We Heard” Report

Results, Findings, and Recommendations from the Calgary Civic Sport Policy Review

Compiled and Presented by: Western Management Consultants

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Calgary's Civic Sport Policy

Background

January, 2017

Calgary's Civic Sport Policy



A First for Municipalities Across Canada...

The Calgary Civic Sport Policy (approved by Council in 2005) was the first municipal sport policy of its kind in Canada.

It was developed with the support of the sport community, and set the direction for amateur sport in the city of Calgary.

Calgary's Civic Sport Policy



The 2005 Policy Had Three Notable Achievements

1. Enabled the development of the Calgary Sport Council (now known as Sport Calgary) "to be the voice for amateur sport..., and to assist, support, and influence the growth of amateur sport in Calgary."
2. Enabled the Calgary Sport Tourism Authority (CSTA) "to provide advice, due diligence and strategic direction in attracting major sport event opportunities to Calgary...and to establish Calgary as a premier host of major events and one of the preeminent winter sport cities in the world."
3. Enabled The City's Calgary Recreation business unit as the single window into City Administration on sport issues while guiding partnerships with Sport Calgary and the Calgary Sport Tourism Authority.

Calgary's Civic Sport Policy

7 Additional Objectives

In addition to the three key achievements of the original 2005 policy, it also outlined 7 objectives. These were:

1. Align and coordinate the development of Calgary's sport infrastructure and programs with the "Canadian Sport Policy" at the national level, and the "Sport Plan for Alberta" at the provincial level;
2. Identify and prioritize sport programs and initiatives by supporting and participating in partnerships with sport organizations and associations, businesses, community groups, and the federal, provincial and other municipal governments;
3. Implement a multi-year funding strategy to provide sustainable, consistent and predictable funds for sport infrastructure, programs, and initiatives;
4. Profile and market Calgary as a proactive sport community in its marketing materials;
5. Support community-based programs and initiatives that will promote and facilitate accessibility of sport for all Calgarians;
6. Recognize the sport contribution of outstanding athletes, coaches, teams, and other individuals to the city in an annual formal event;
7. Position Calgary as a leader in the sport development industry.

Achievements

(2005-2016)

Achievements (2005-2016)

The Original Policy's Achievements and Objectives Evaluated


Upon conclusion of the initial set of stakeholder interviews, WMC evaluated how successfully the key achievements and objectives were realized, based on the feedback from the interviewed stakeholders.

The following table summarizes that evaluation and will help highlight areas where additional discussion is required to develop a refreshed sport policy.

Note: *This high-level evaluation of the 2005 Policy's success in achieving its stated objectives was not presented to, or evaluated by, sport policy stakeholder groups. The evaluation did help inform the discussion topics with the stakeholder groups.*

Achievements (2005-2016)

The Original Policy's Achievements and Objectives Evaluated

Achievement/Objective	Level of Achievement	General Comments and Findings
Sport Calgary will represent the interests of amateur sport to Council and Administration.		<p>The role and mandate of Sport Calgary in relation to sport appears unclear and there is ambiguity about the roles/responsibilities of each organization with respect to the other. The local sport organizations have also indicated that there is a lack of clarity of Sport Calgary's role and mandate. However, a number of stakeholders highlighted the success and importance of Sport Calgary's "All Sports One Day" event (which was highlighted by a number of stakeholders, who also suggested that this event should be expanded and conducted more frequently).</p> <ul style="list-style-type: none"> • <i>"Sport Calgary feels like a figurehead organization."</i> • <i>"No relationship with Sport Calgary. We cross paths on play/physical literacy, but need to look for more opportunities to collaborate and plan things together rather than perhaps duplicate efforts."</i>



Achievements (2005-2016)



The Original Policy’s Achievements and Objectives Evaluated

Achievement/Objective	Level of Achievement	General Comments and Findings
<p>The Calgary Sport Tourism Authority will bid for, and host, national and international sporting events.</p>		<p>The Calgary Sport Tourism Authority has been successful in its mandate of bidding for and attracting national and international sporting events to Calgary. CSTA has also expanded its scope by becoming involved in attracting non-sporting (cultural) events to Calgary, which do not have sport focus. Local sport organizations suggested that the CSTA may be too focused on economic benefits of events vs the sport/infrastructure legacies of those events</p> <ul style="list-style-type: none"> • <i>“Heads in beds, this doesn't match with the legacy (facilities and more participation)”</i> • <i>“CSTA has supported and assisted with hosting events...”</i> • <i>“CSTA needs to communicate more with the local sport organizations”</i>
<p>Establish The City’s Calgary Recreation business unit as the single window into City Administration on sport issues.</p>		<p>Calgary Recreation has done a good job at creating the single window into City Administration for sport related issues. A number of the local sport organization stakeholders commented about the effective relationships they have with their Calgary Recreation Sport Development Advisors. One area which was highlighted was the practice by some organizations to bypass Sport Calgary and/or Calgary Recreation and to engage directly with the Mayor or Councillors, who should listen to the concerns of their constituents, but then refer them back to Calgary Recreation and ultimately back to Sport Calgary.</p>



Achievements (2005-2016)



The Original Policy’s Achievements and Objectives Evaluated

Achievement/Objective	Level of Achievement	General Comments and Findings
Align the Calgary Civic Sport Policy to similar national and provincial policies.		<p>Although there has been a general attempt to align to national and provincial sport policies, this has been done informally. Several stakeholders re-stated that the new policy needs to align to national and provincial policies (which have also been updated in the interim). This may reflect the changes in strategic direction which were introduced federally due to the introduction of Canada Sport for Life and the Long Term Athlete Development framework (which did not exist when the original Calgary Civic Sport Policy was introduced).</p>
Establish partnerships with other stakeholders to identify and prioritize sport programs and initiatives.		<p>A myriad of partnerships exists across the sports and recreation service delivery framework (again, this refers to the categories competitive/high performance sport and recreational, self-organized sport). Many of the partnerships with Calgary Recreation are formalized via contractual or lease agreements. But a large number of them, especially those that are not formalized with Calgary Recreation, are based on personal relationships of individuals. Outside of the partnerships with Calgary Recreation, more formality around the partnerships is missing and affects the ability to coordinate efforts, identify best practices, and share research and findings.</p> <ul style="list-style-type: none"> • <i>“Have mostly informal partnerships.”</i> • <i>“Need to see more ownership and voice across all of the partnerships.”</i> • <i>“Need to bring groups together face-to-face to have discussions about the challenges for each group.”</i>



Achievements (2005-2016)

The Original Policy’s Achievements and Objectives Evaluated

Achievement/Objective	Level of Achievement	General Comments and Findings
<p>Implement a multi-year funding strategy for sport infrastructure, programs, and initiatives.</p>		<p>The Sport Facility Renewal Funding (SFR) Program represents Council’s commitment to invest \$40 million (\$10 million per quadrant) in funding towards the renewal and upgrade of existing sport facilities in Calgary. Funding is nearly exhausted, and City Administration is exploring opportunities to continue funding stream.</p> <p>In 2008, Council approved the 10 Year Strategic Plan for Sport Facility Development and Enhancement (CPS2008-84).</p> <p>In 2010, Sport Calgary in consultation with stakeholders, undertook a sport facility fund development model study, which was not pursued further.</p>
<p>Profile and market Calgary as a proactive sport community in its marketing materials.</p>		<p>No comments/findings related specifically to marketing Calgary as a proactive sport community were identified during the stakeholder engagement. However, the items below related to recognizing sport contributions of outstanding participants and positioning Calgary as a leader in the sport development industry may be related to this objective and indicate that the stakeholders have achieved some success in profiling and marketing Calgary as a proactive sport community.</p>



Achievements (2005-2016)

The Original Policy's Achievements and Objectives Evaluated

Achievement/Objective	Level of Achievement	General Comments and Findings
Support community-based programs that promote and facilitate accessibility of sport for all Calgarians.		<p>Generally, the feedback received from the stakeholders indicates that these community-based programs are not as prominent or as advanced as the original policy envisioned. Stakeholders also indicated that there is a need (and significant opportunity) to deliver sport and recreation programs (this related to competitive, high performance sport and self-organized sport) locally within community based organizations (Community Associations) and community-based facilities (schools, churches, etc.).</p> <ul style="list-style-type: none"> • <i>“Provide community/demographic specific programming.”</i> • <i>“Research on communities and demographics to know what programming to deliver.”</i> • <i>“Make sure that there is a community link to every sport/recreation decision.”</i>
Recognize the sport contribution of outstanding participants in the City in an annual formal event.		<p>A number of stakeholders indicated that the annual Mayor’s Sport Breakfast was a positive event and highlighted the achievements of participants (but has now been discontinued and replaced by the Celebration of Sport event in 2016).</p>
Position Calgary as a leader in the sport development industry.		<p>Calgary was recently shortlisted by Sport Business Group for the “Ultimate Sports City” award, competing with nine other cities for the designation, including London, Los Angeles, Melbourne, New York and Tokyo. Calgary finished 6th out of 30 cities in voting across all nominated cities of all sizes, and finished 2nd behind Glasgow, Scotland in the category of Best Small Sports city.</p>



Civic Sport Policy Review

Project Overview and Objectives

Civic Sport Policy Review

Project Overview and Objectives

Calgary Civic Sport Policy Review

Given that over 10 years have passed since the introduction of the policy, this review includes three objectives.

1. Conduct a current state analysis of the existing policy to understand its impact and overall effectiveness since its approval in 2005.
2. Engage a wide range of stakeholders (both sport and non-sport) to collect input on the current policy and to identify and document the key outcomes and objectives which the stakeholders would like to see addressed within a refreshed Calgary Civic Sport Policy. This engagement also included interviews/benchmarking of similar municipalities.
3. Identify and evaluate options and recommendations for the outcomes of the refreshed policy so that the highest impact and most effective outcomes can be included in a revised policy.



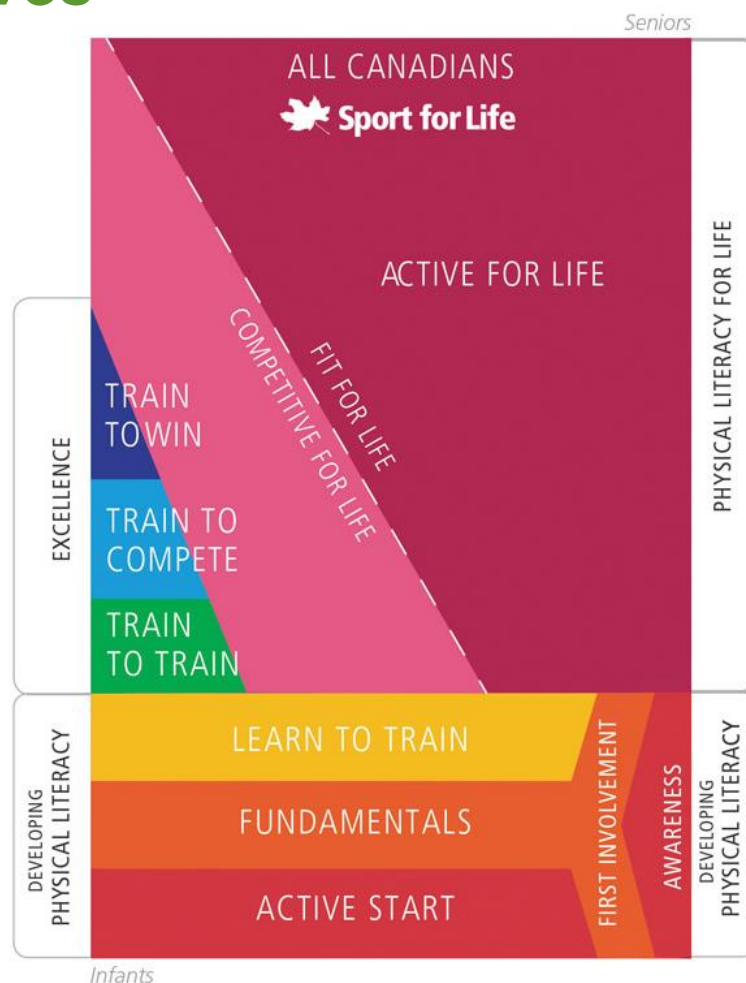
January, 2017

Civic Sport Policy Review

Project Overview and Objectives

Long Term Athlete Development

The engagement approach utilized Sport Canada's and the Canadian Sport for Life's Long Term Athlete Development (LTAD) framework. This identified the constituents for which a refreshed policy would need to support. Although the LTAD defines programming principles, the key use for the Calgary Civic Sport Policy review was to help align the policy review to the constituents along the LTAD continuum.



Civic Sport Policy Review

Project Overview and Objectives

Expert Panels

The Calgary Civic Sport Policy review project was guided by two separate Expert Panels. The Expert Panels provided guidance in the following areas:

- Review options, examine trade offs and provide input on the role of The City in directly delivering programs and services.
- Where possible, act as liaisons to respective stakeholder groups to communicate project information.
- Provide feedback to the Project Management Team.
- Review the draft report to provide feedback and validate findings.

The first Expert Panel – **Direct Delivery** – focused on direct delivery of sport programming at The City, while the second Expert Panel – **Shared Outcomes** – consisted of participants focused on the role and value of partners in achieving the shared outcomes of the Policy.

Municipal Benchmarking

Part of the work was to conduct a review of other municipalities, similar to Calgary, to understand their practices related to municipal governance of a sport policy.

Municipal Benchmarking

Summary of Municipal Benchmarking Findings

The following page presents a summary of the findings from a review of municipal sport and sport policy with the selected cities. The information shown below was collected during Q2 2016, and represents the most up-to-date information at that time.

Some of the municipalities may have made additional progress on the items shown during the intervening period. Readers should check each municipality's web site for the most up-to-date status of sport policy review and development.

Additional information and specific findings of the municipal benchmarking interviews are shown in **Appendix C**.



Municipal Benchmarking

What are Other Cities Doing?

The cities selected, and the rationale for their selection are shown below:

- **Vancouver, BC:** Has a municipal sport strategy and, like Calgary, has hosted the Winter Olympics and owns / manages legacy facilities from the Olympics.
- **Richmond, BC:** Has a municipal sport strategy which is under review. The municipality also manages the Richmond Olympic Oval, used for speed skating at Vancouver 2010, but now has been converted to a municipal recreation facility.
- **Edmonton, AB:** Municipality similar to Calgary which has recently undertaken development of a new sport policy.
- **Winnipeg, MB:** Municipality similar to Calgary with a municipal sport policy.
- **Ottawa, ON:** Municipality similar to Calgary which was initiating development of a sport strategy at the same time as Calgary's Sport Policy review.
- **Denver, CO:** US municipality with similar climate and sport culture as Calgary.
- **Portland, OR:** US municipality which often applies innovative policy solutions to municipal challenges, including sport.

Municipal Benchmarking

							
Formal Sport Policy	Vancouver Sport for Life; Vancouver Sport Strategy	Sport for Life Strategy; Sport policy /strategy under development	Active Recreation and Sport Strategy under development	Winnipeg Community Sport Policy	Draft Municipal Sport Strategy; not yet formalized	No stand-alone policy; set of parks and recreation policies	No formal policy
Key Drivers and Challenges	Policy gaps prior to 2010 Olympics	Chance for all residents to participate in sport; integrate sport delivery	Emergence of non-traditional sports; align sport, active living and active recreation	Common basis for sport planning, development and delivery; more diverse sport and recreation	Sports for all, aligned to LTAD; define partner relationships and the City's role	Lack of departmental policies, procedures and standards to provide program accountability	Expand participation, especially among kids
Measures	Participants in City and community association programs; number of permits issued	No formal measures; do not measure usage or rentals	No formal measures	None currently; investigating how to collect registration/ participation data	No formal measurements identified	Pre- and post-season evaluations; program participation and attendance	No formal measurements identified
Key Outcomes	Recognizes inclusion, and health & wellness outcomes; Creation of the Vancouver Sports Network	Physical literacy and lifelong participation are key outcomes	Better partnerships between providers	Benefits of physical activity; coordinated and efficient sport delivery; increase participation	Clarity of sport delivery roles and responsibilities; link services to neighborhood needs	Improved coordination and alignment among City departments	Focus mostly on unstructured sport to improve wellness of all citizens

Municipal Benchmarking

							
Best Practices	Engagement of sport community for policy development	Engagement with other City departments; external sport partners	Engagement with sport providers; Municipality as the coordinator	Establish and engage partnerships at the beginning	Sport partner engagement and alignment	Centralized information; distinguish between operations and programming	Prioritized allocation of facilities; partner engagement
Funding for Sport	Do not directly fund, but provide facilities	Do not directly fund, but provide facilities	Do not directly fund; grants available	Do not directly fund sport partners	Three (3) funding programs	None identified	None identified
Board Governance and Diversity	No formal process; promotes and hosts educational sessions	No formal process, but encourages representation	Offer organizational capacity building and support	At working group level, actively recruit specific people/groups to reflect diversity	Utilize an equity and inclusion lens, applicable to sport partners	Core program area model to identify best candidates to manage programs	Promotes and encourages diversity, but no formal process

Stakeholder Interviews

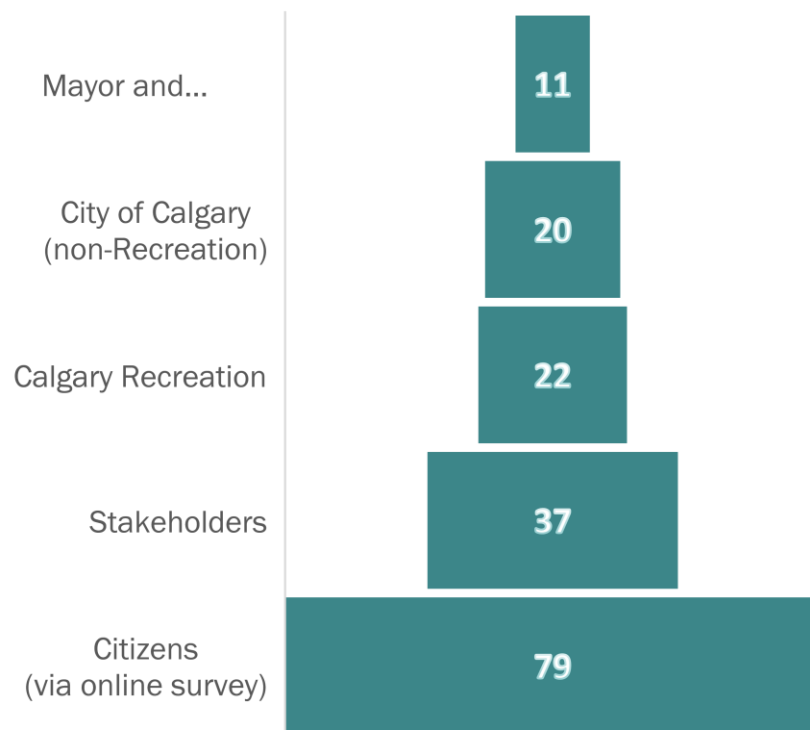
Interviews

The initial phase of stakeholder engagement resulted in the completion of nearly 70 interviews, involving 90 individuals, across all stakeholder groups and “interested parties”

In addition to the interviews, 79 online self-selected opinion responses to a survey (not a representative sample) were completed and supplemented the results and findings of the interviews, and provided the opportunity for any Local Sport Organizations or Provincial Sport Organizations who were not able to attend in-person sessions to provide input and feedback.

The interviews and online surveys resulted in qualitative information used to identify common themes for future facilitated focus group conversations.

Individuals Interviewed and Offering Feedback



Interviews

Eight Key Themes Identified

The interviews and surveys identified eight key themes related to the Calgary Civic Sport Policy Review.



Low Awareness of Existing Policy



Program Delivery at the Community Level can Improve Capacity and Accessibility



Improved Clarity of Partner Roles and Responsibilities



Improve Inclusion of Diverse Groups



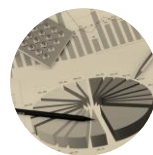
The City of Calgary is Doing Well, but Can Still Do More



All Sport/Activity Types Have Importance and Must be Supported



Health and Wellness Outcomes are Important



We Need Data, Metrics, and Measurements to Evaluate the Policy's Outcomes

The Eight Themes Categorized

As the identified themes were analyzed further, it became clear that there was a natural separation of the types of themes which had been identified via the stakeholder interviews.

Some of the themes identified through the interviews and surveys were **tactical** (near-term and focused on operational actions) while others were **strategic** (require additional review, analysis, and alignment). Others were a bit of both.

The Eight Themes Categorized

“Tactical Themes”

Tactical themes could be addressed near-term, with specific and focused operational actions, without requiring significant planning or partner alignment.



Low Awareness of Existing Policy



Improved Clarity of Partner Roles and Responsibilities



Calgary Recreation is Doing Well, but Can Still Do More



Health and Wellness Outcomes are Important



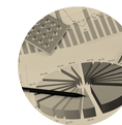
Program Delivery at the Community Level can Improve Capacity and Accessibility



Improve Inclusion of Diverse Groups



All Sport/Activity Types Have Importance and Must be Supported



We Need Data, Metrics, and Measurements to Evaluate the Policy's Outcomes

The Eight Themes Categorized

“Strategic Themes”

Strategic themes were those that would require additional investigation and analysis, likely involving the engagement and input from each of the identified stakeholder groups and interested parties.

These strategic themes were evaluated in greater detail as part of the focused facilitated discussions.



Low Awareness of Existing Policy



Improved Clarity of Partner Roles and Responsibilities



Calgary Recreation Is Doing Well, but Can Still Do More



Health and Wellness Outcomes are Important



Program Delivery at the Community Level can Improve Capacity and Accessibility



Improve Inclusion of Diverse Groups



All Sport/Activity Types Have Importance and Must be Supported



We Need Data, Metrics, and Measurements to Evaluate the Policy's Outcomes

The Eight Themes Categorized

“A Bit of Both”

One of the themes is both a tactical theme (actions could be undertaken immediately to support the objectives of the new policy) and strategic theme (required a longer-term timeframe for analysis as well as the creation of an appropriate framework to govern City and partner responsibilities across the Long Term Athlete Development framework).



Low Awareness of Existing Policy



Program Delivery at the Community Level can Improve Capacity and Accessibility



Improved Clarity of Partner Roles and Responsibilities



Improve Inclusion of Diverse Groups



Calgary Recreation Is Doing Well, but Can Still Do More



All Sport/Activity Types Have Importance and Must be Supported



Health and Wellness Outcomes are Important



We Need Data, Metrics, and Measurements to Evaluate the Policy's Outcomes

A Ninth Theme Emerged

Calgary as a Sport City

A ninth theme was introduced by the project's Shared Outcomes Expert Panel.

This theme related to "Calgary as a Sport City". The Expert Panel's request was to investigate what the stakeholder groups/interested parties believed this to be.

The Expert Panel wanted to define what "Calgary as a Sport City" meant to each stakeholder group and what actions and implementation activities would help achieve that vision of "Calgary as a Sport City".



Facilitated Focused Discussions

A total of 145 individuals participated in twelve facilitated discussions focused on **three** themes identified during the interviews.

1. Health and wellness outcomes.
2. Program delivery at the community / local level.
3. Improved inclusion of diverse groups).

Plus one theme identified by the Shared Outcomes Expert Panel.

1. Calgary as a 'Sport City'

Facilitated Focused Discussions

Narrowing the Scope: “3+1” Themes

To help narrow the scope of the facilitated discussions the nine themes were reduced as follows:

- The **three** themes deemed strategic (health and wellness outcomes, program delivery at the community/local level, and improved inclusion of diverse groups), were included.
- Since specifically requested by the Shared Outcome Expert Panel, the **one** theme related to “Calgary as a Sport City” (its meaning to the stakeholder groups and action items for its implementation) was included.
- The six tactical themes were excluded.



“3 + 1” Key Themes













Facilitated Focused Discussions

Who Did We Engage? And For What?

Equipped with these “3 + 1” themes, facilitated discussion/focus group reviews were conducted with 12 separate stakeholder groups (as shown to the right).

Each stakeholder group was asked to identify, from their perspective, if any important themes were missed during the interviews.

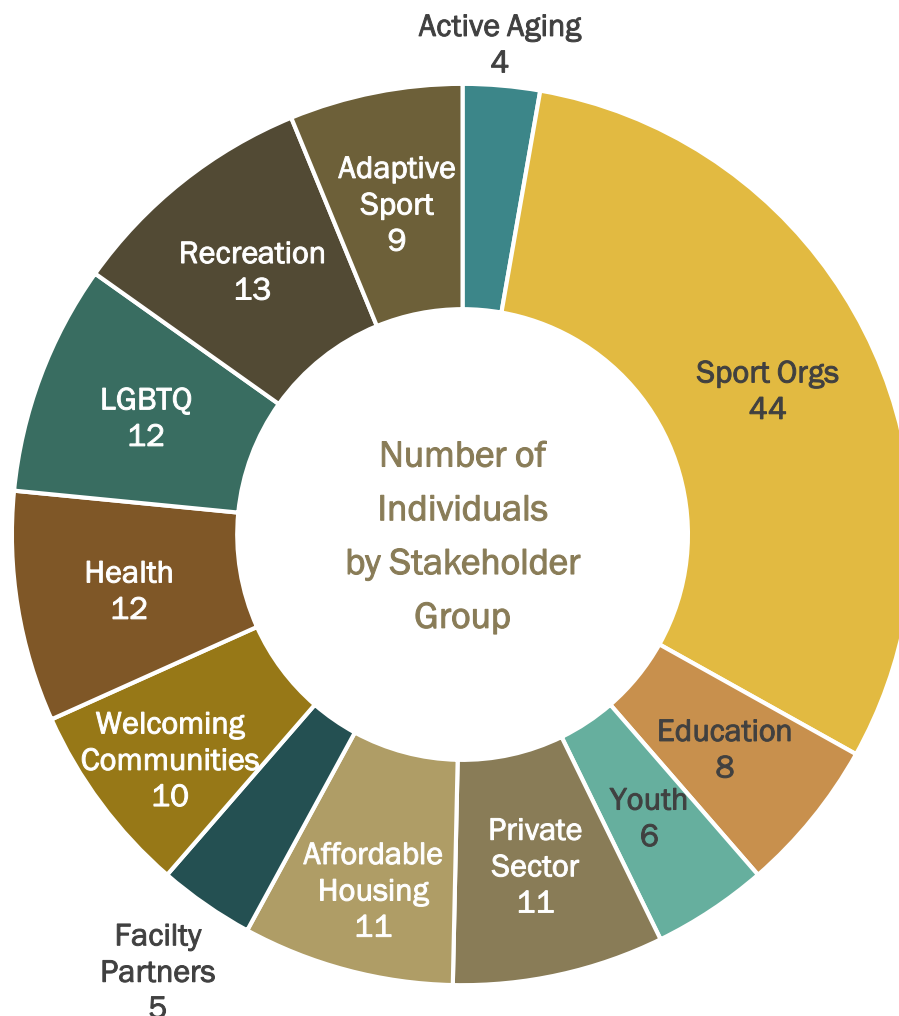
None of the stakeholder groups identified an absent key theme. This proved to be a positive validation of the qualitative findings gathered from the interviews and online surveys.

-  Active Aging
-  Sport Organizations (x2)
-  Education
-  Social Services – Youth
-  Private Sector
-  Affordable Housing
-  Facility Partners
-  Welcoming Communities
-  Health Services
-  LGBTQ
-  Calgary Community Services
-  Adaptive Sport

Facilitated Focused Discussions

Who Did We Engage? And For What?

A total of 145 individuals participated. The stakeholder groups varied in size based on the level of interest and involvement. As shown, Sport Organizations were the largest single stakeholder, but Health, Social Services, and Education collectively represented an important group of stakeholders to provide breadth in the review and evaluation of the "3 + 1" themes.















Facilitated Focused Discussions

Who Did We Engage? And For What?

Next, utilizing small group review and brainstorming, the stakeholder groups were asked to provide their input and perspectives on each of the "3 + 1" themes, across the following considerations.

Each participant was asked to identify how the stakeholder group would help contribute to achieving each of the themes.

Often, the stakeholder group identified the collective requirements needed to help them achieve the objectives of the themes. Although not the expected objective of the review, it achieved the identification of operational action items.

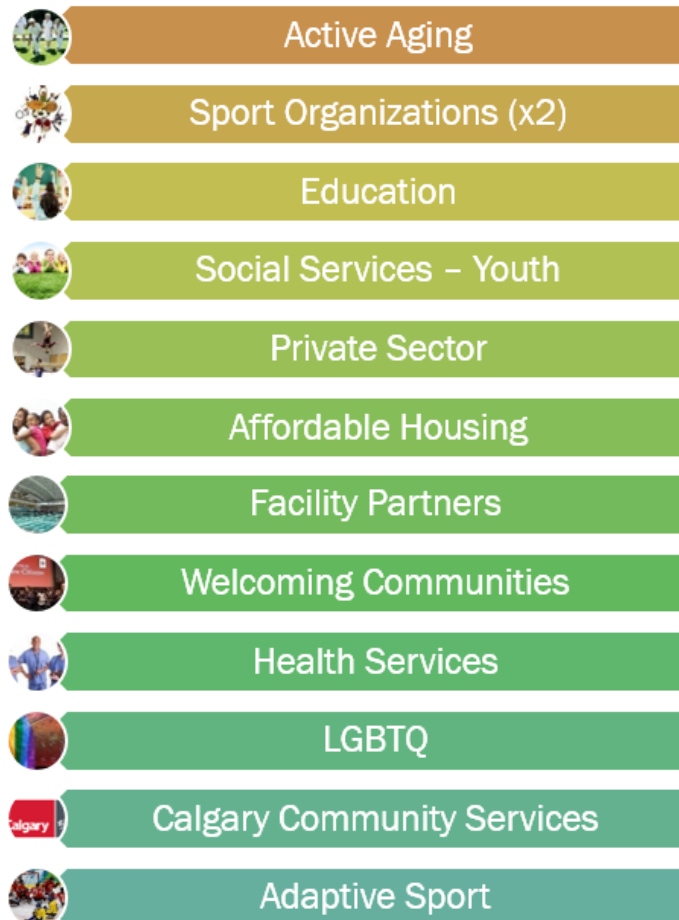
-  Active Aging
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-  Social Services – Youth
-  Private Sector
-  Affordable Housing
-  Facility Partners
-  Welcoming Communities
-  Health Services
-  LGBTQ
-  Calgary Community Services
-  Adaptive Sport

Facilitated Focused Discussions

Who Did We Engage? And For What?

In addition to the operational action items to help realize the objectives of each theme, the stakeholder group participants were also asked to provide their insight across the following considerations:

- The barriers and obstacles which currently prevent them from achieving the objectives and goals of each theme;
- The metrics they would recommend to help The City measure successful outcomes of the themes, and by extension, successful outcomes of the overall policy.



Prioritizing the “3+1” Themes

The 145 individuals that participated in the twelve facilitated discussions were given a chance to brainstorm opportunities, barriers, and metrics for each of the themes.

1. Health and Wellness Outcomes
2. Improve Inclusion of Diverse Groups
3. Deliver Programs at the Local/Community Level
4. Calgary as a “Sport City”

Participants were then provided with the opportunity to define their priorities.

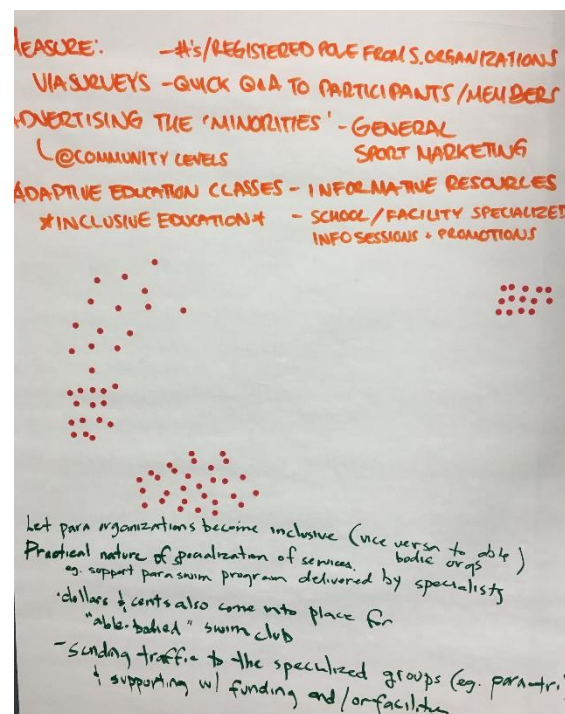
Prioritizing the “3+1” Themes

Multi-Voting on the “3 + 1” Themes

Participants of the facilitated focused discussions were asked to prioritize the “3 +1” themes:

- Health and Wellness Outcomes**
- Improve Inclusion of Diverse Groups**
- Deliver Programs at the Local/Community Level**
- Calgary as a “Sport City”**

The participants were asked to vote on the overall “3 + 1” themes rather than individual suggestions.



Prioritizing the “3+1” Themes

A Multi-Voting Methodology

Each participant was given 30 “votes” and asked to place the votes on each of the themes relative to their belief of each theme’s overall priority. An individual could place all 30 votes on one theme or “spread” out their votes across all the “3 + 1” themes.

This work was not completed for all of the facilitated discussions. For example, the Education stakeholder group focused on a discussion of joint use of schools and City facilities, while the Facility Partner stakeholder group focused primarily on their supporting role given the importance of facilities for the delivery of a refreshed Civic Sport Policy.

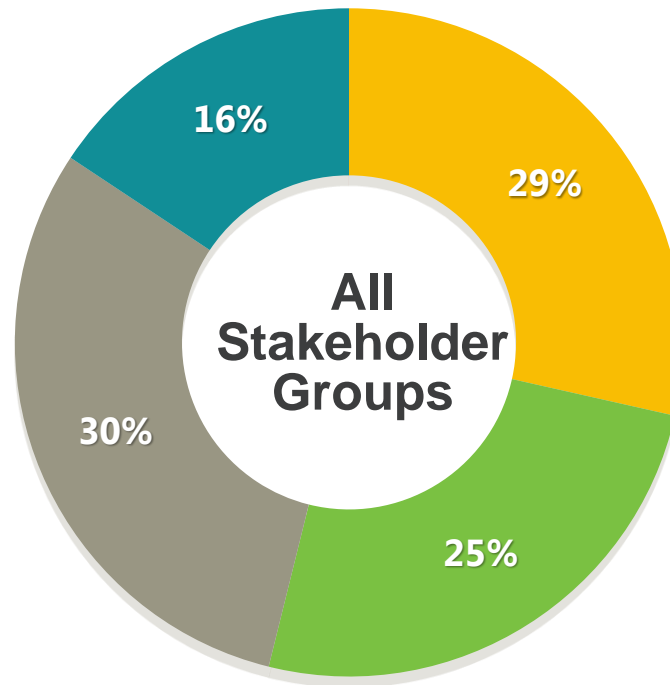
Another consideration of the multi-voting process was that if a stakeholder group had more than one representative in attendance, they would only receive, and place, one set of 30 “votes”.

All this is to acknowledge that while the multi-voting process was not scientific, it did, nonetheless, provide an indication of the relative priority of the themes to one another, based on the input of a significant majority of the 145 participants representing 12 stakeholder groups.

Participant Priorities

Participant Priorities

The chart below, shows the overall priority of the “3 + 1” themes based on the multi-voting results of the stakeholder groups who completed votes. The results of each stakeholder group’s multi-voting results are shown on the following pages.



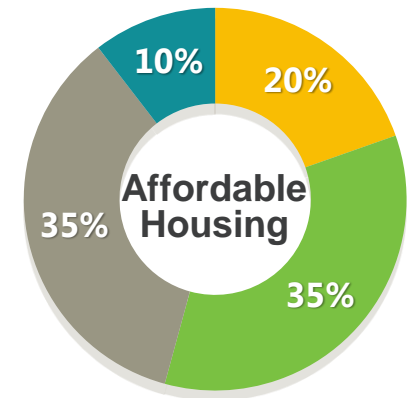
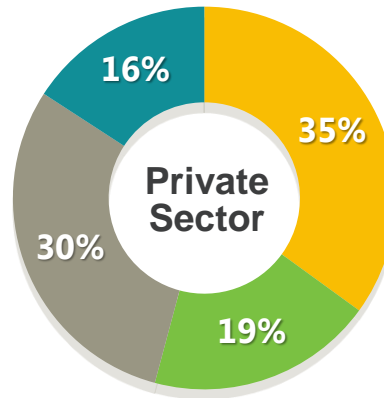
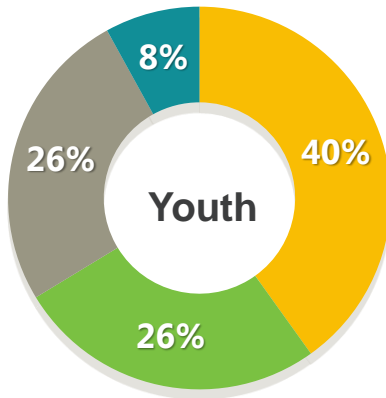
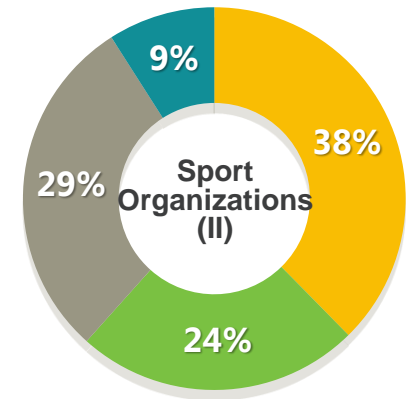
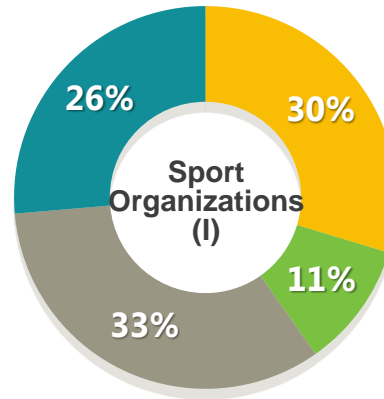
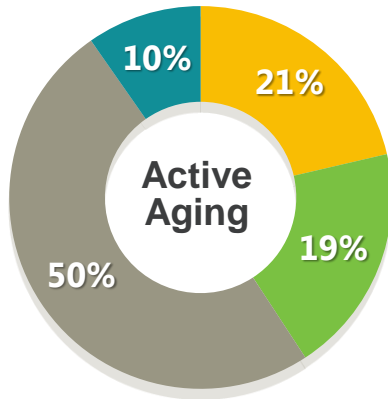
 **Health and Wellness Outcomes**

 **Improve Inclusion of Diverse Groups**

 **Program Delivery at the Community Level**

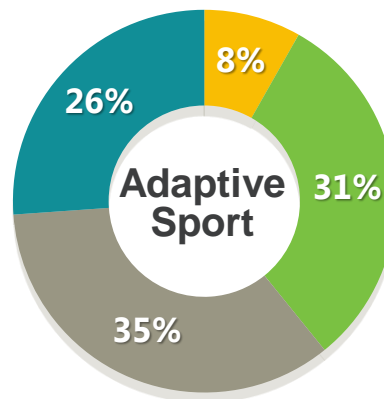
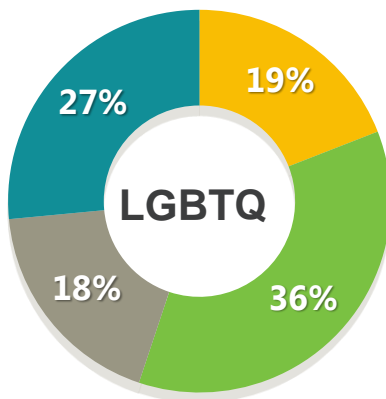
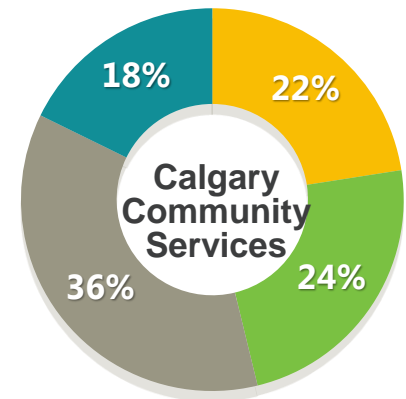
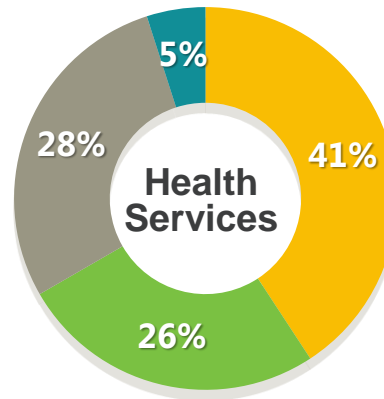
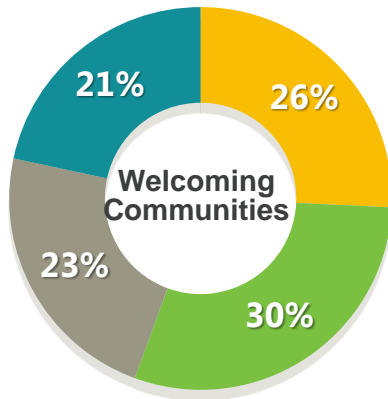
 **Sport City**

Participant Priorities



-  Health and Wellness Outcomes
-  Improve Inclusion of Diverse Groups
-  Program Delivery at the Community Level
-  Sport City

Participant Priorities



-  Health and Wellness Outcomes
-  Improve Inclusion of Diverse Groups
-  Program Delivery at the Community Level
-  Sport City

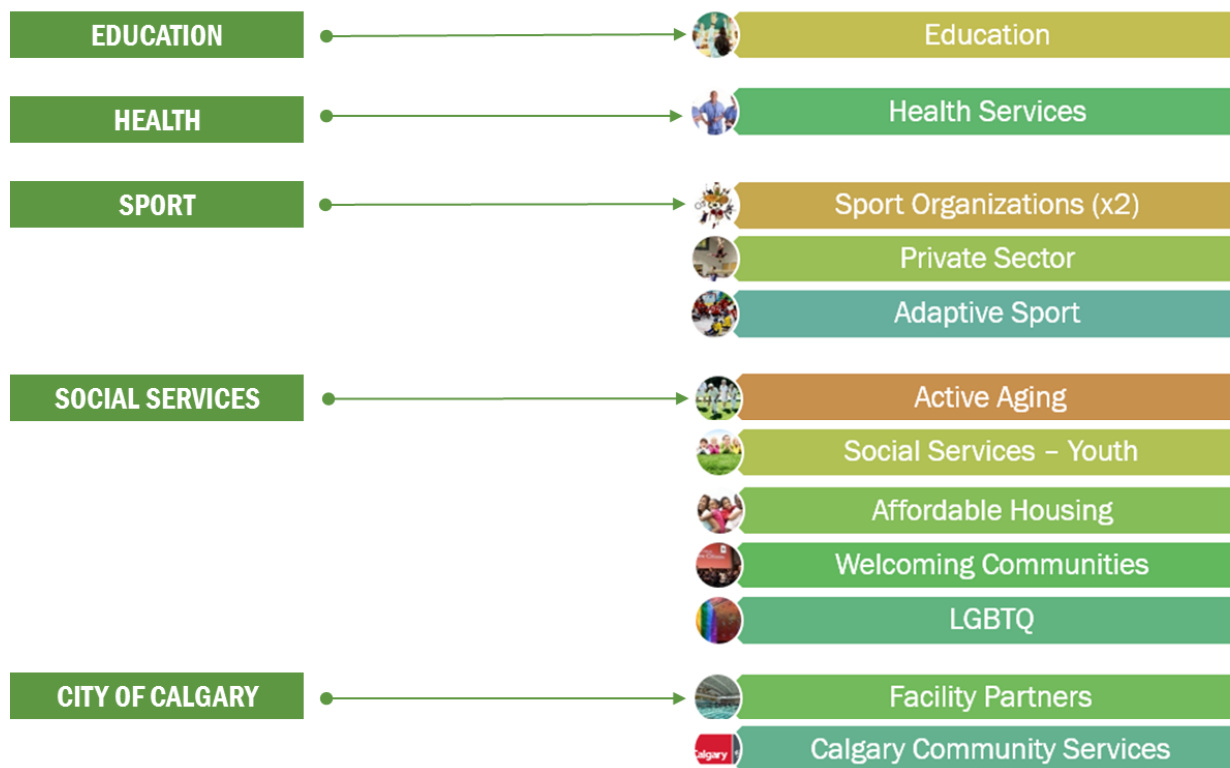
Perceived Roles by Sector

During selected facilitated focused discussions, participants were asked to share their view on the role of six sectors.

Perceived Roles by Sector

What sectors were explored?

To support the facilitated discussions, the broad range of stakeholders were consolidated into 6 sectors.



Perceived Roles by Sector

What are the different roles?

The following roles were defined to help participants to categorize roles and responsibilities.

- E** **ENABLER** – *Removes barriers to allow the delivery of sport/recreation programming. Resolves issues and takes action when needed to allow successful sport delivery. “Answers, Acts, and Makes Things Happen”.*
- F** **FACILITATOR** – *Engages with partners to help identify and understand potential issues which may affect sport/recreation partners, stakeholders, and program delivery. “Asks, Listens, and Helps”.*
- P** **“PERMITTER”** – *Manages permits to access and utilize City of Calgary and Partner facilities (if applicable) for the delivery of sport and recreation activities.*
- D** **DIRECT DELIVERER** – *Develops curriculum, provides instructional resources, and facilitates the delivery of sport and recreation programming to external participants.*
- A** **ADVOCATE** – *Promotes and supports for the achievement of specific outcomes both internally and externally where the outcomes are not fully within the mandate of Calgary Recreation or the City of Calgary.*

Perceived Roles by Sector

What are the perceived roles of the 6 sectors?

During selected facilitated focused discussions (sport organizations, Expert Panels, Active Living), participants were asked to define which sectors were responsible for each role in each of the LTAD (Long Term Athlete Development) stages.

The size of each letter signifies the perceived scale of the role to be performed by each sector (with the larger letters signifying that the stakeholder group will have a primary responsibility for performing the role shown).

In no particular order of importance, the results are shown on the following slides.

Perceived Roles by Sector

Education

Long Term
Athlete
Development
Stages



- (E) Enabler
- (F) Facilitator
- (P) Permitter
- (D) Direct Deliverer
- (A) Advocate

The size of each letter signifies the perceived scale of the role to be performed by the Education Sector.

Perceived Roles by Sector

Health

Long Term
Athlete
Development
Stages



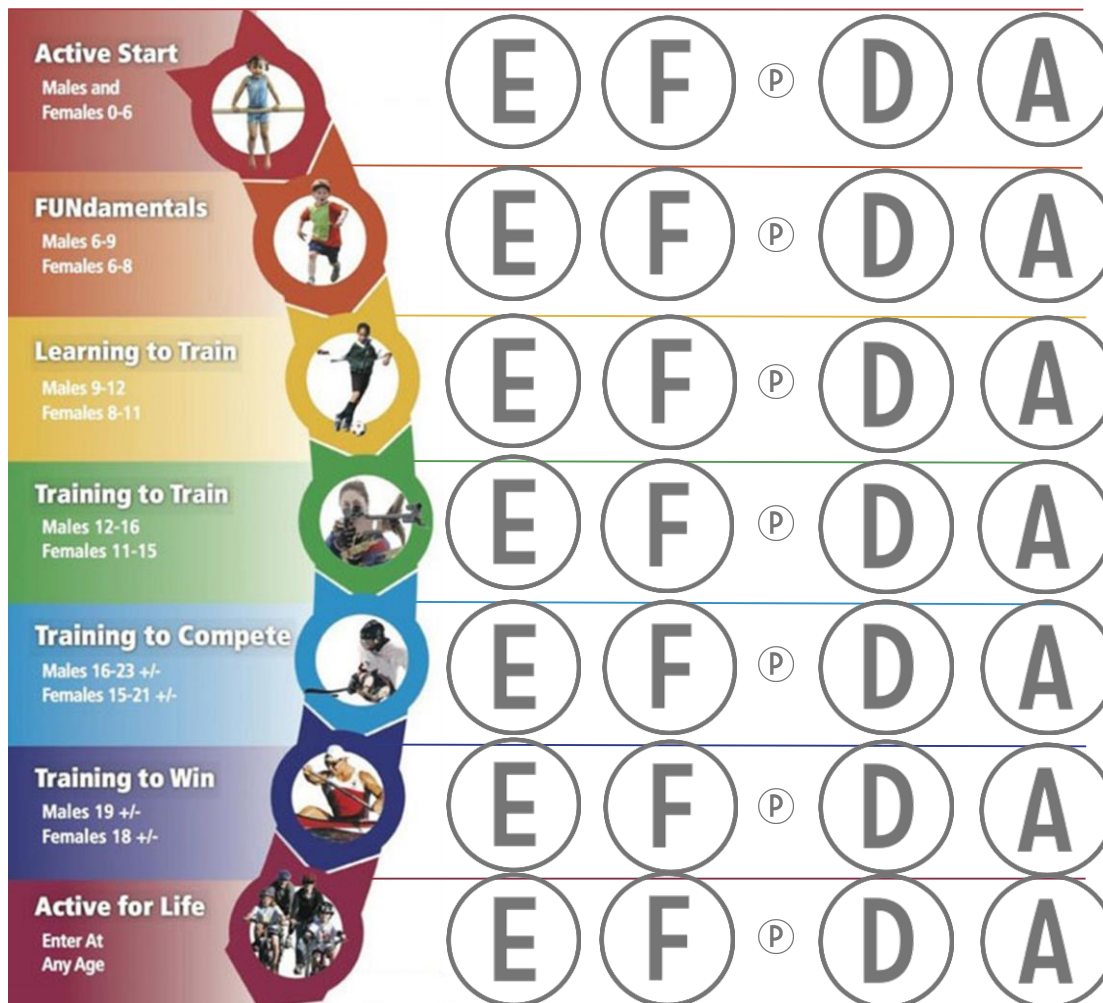
- E** Enabler
- F** Facilitator
- P** Permitter
- D** Direct Deliverer
- A** Advocate

The size of each letter signifies the perceived scale of the role to be performed by the Health Sector.

Perceived Roles by Sector

Sport

Long Term
Athlete
Development
Stages



- E** Enabler
- F** Facilitator
- P** Permitter
- D** Direct Deliverer
- A** Advocate

The size of each letter signifies the perceived scale of the role to be performed by the Sport Sector.

Perceived Roles by Sector

Social Services

Long Term
Athlete
Development
Stages



- (E)** Enabler
- (F)** Facilitator
- (P)** Permitter
- (D)** Direct Deliverer
- (A)** Advocate

The size of each letter signifies the perceived scale of the role to be performed by the Social Services Sector.

Perceived Roles by Sector

The City of Calgary / Calgary Recreation

Long Term
Athlete
Development
Stages



- (E)** Enabler
- (F)** Facilitator
- (P)** Permitter
- (D)** Direct Deliverer
- (A)** Advocate

The size of each letter signifies the perceived scale of the role to be performed by The City of Calgary.

Perceived Roles by Role Type

During selected facilitated focused discussions, participants were asked to share their view on the role of six sectors.

Perceived Roles by Role Type

Where do the Stakeholders Have a Role?

The following pages present the perceived sector roles in a slightly different way.

For each role (Enabler, Facilitator, "Permitter", Direct Deliverer, and Advocate) the sector which is perceived to have a primary responsibility for performing the role is shown, across the Long Term Athlete Development (LTAD) framework.

Different sectors may each have a primary responsibility to fulfill the role, based on the feedback of the collected during the focused discussions.



Education



Health



Sport



Social Services



City/Recreation

Perceived Roles by Role Type

Enabler

Long Term
Athlete
Development
(LTAD) Stages



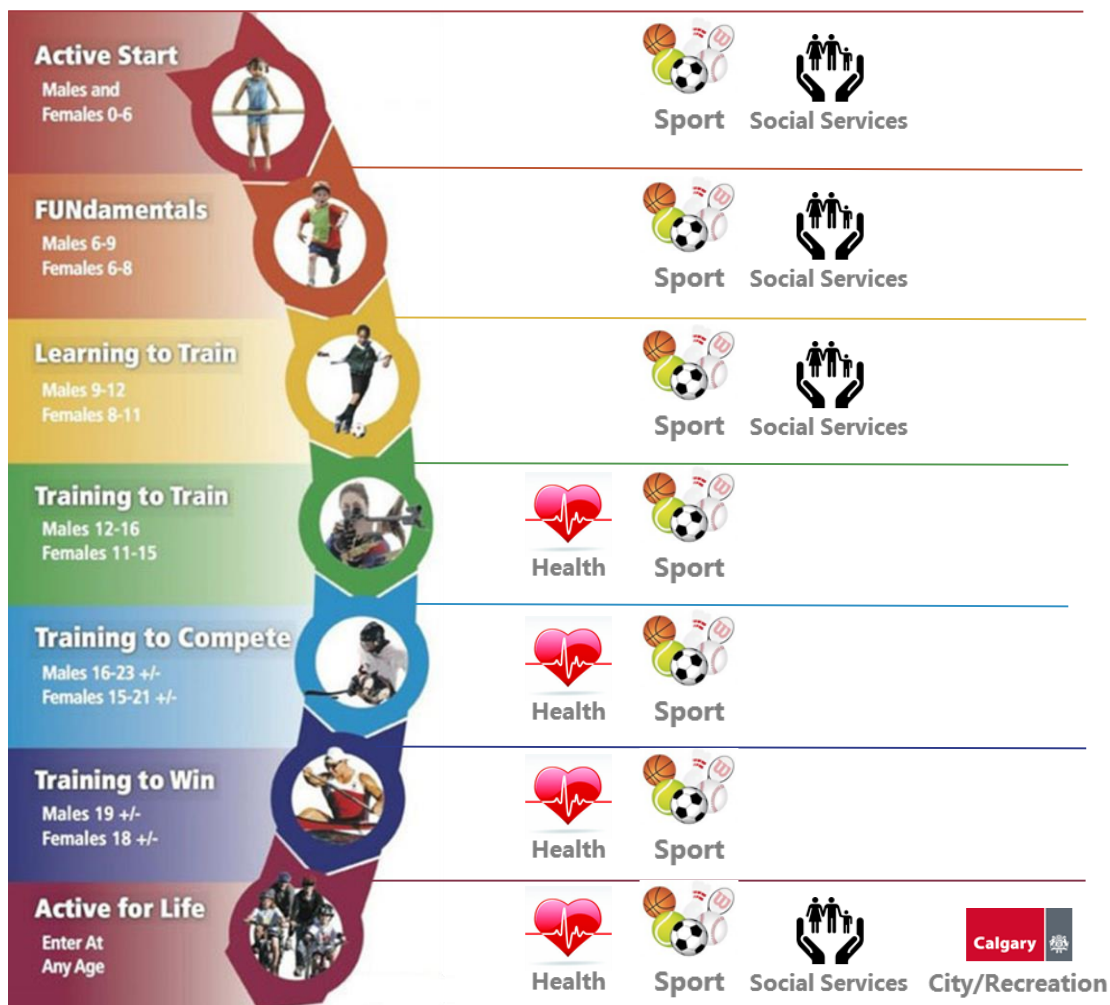
Enabler: *removes barriers to allow the delivery of sport / recreation programming. Resolves issues and takes action when needed to allow successful sport delivery. "Answers, Acts, and Makes Things Happen."*

The inclusion of a sector represents the perceived responsibility for performing a role in the given LTAD stage.

Perceived Roles by Role Type

Facilitator

Long Term
Athlete
Development
(LTAD) Stages



Facilitator:
Engages with partners to help identify and understand potential issues which may affect sport/recreation partners, stakeholders and program delivery. "Asks, Listens, and Helps"

The inclusion of a sector represents the perceived responsibility for performing a role in the given LTAD stage.

Perceived Roles by Role Type

Permitter

Long Term
Athlete
Development
(LTAD) Stages



Permitter:
Manages permits to access and utilize City of Calgary and Partner facilities (if applicable) for the delivery of sport and recreation activities.

The inclusion of a sector represents the perceived responsibility for performing a role in the given LTAD stage.

Perceived Roles by Role Type

Direct Deliverer

Long Term Athlete Development (LTAD) Stages



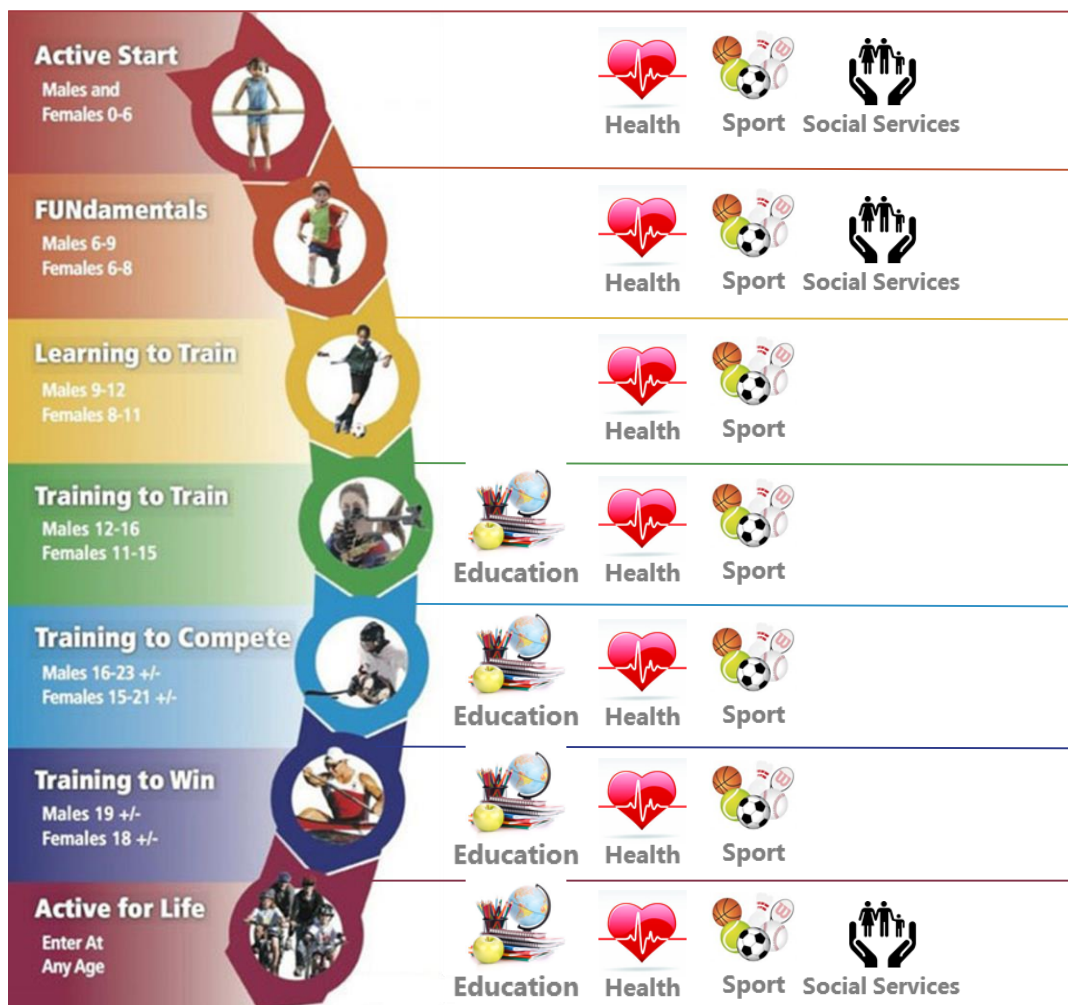
Direct Deliverer:
Develops curriculum, provides instructional resources, and facilitates the delivery of sport and recreation programming to external participants.

The inclusion of a sector represents the perceived responsibility for performing a role in the given LTAD stage.

Perceived Roles by Role Type

Advocate

Long Term Athlete Development (LTAD) Stages



Advocate:
Promotes and supports the achievement of specific outcomes both internally and externally where the outcomes are not fully within the mandate of Calgary Recreation or The City of Calgary.

The inclusion of a sector represents the perceived responsibility for performing a role in the given LTAD stage.

Sector Roles

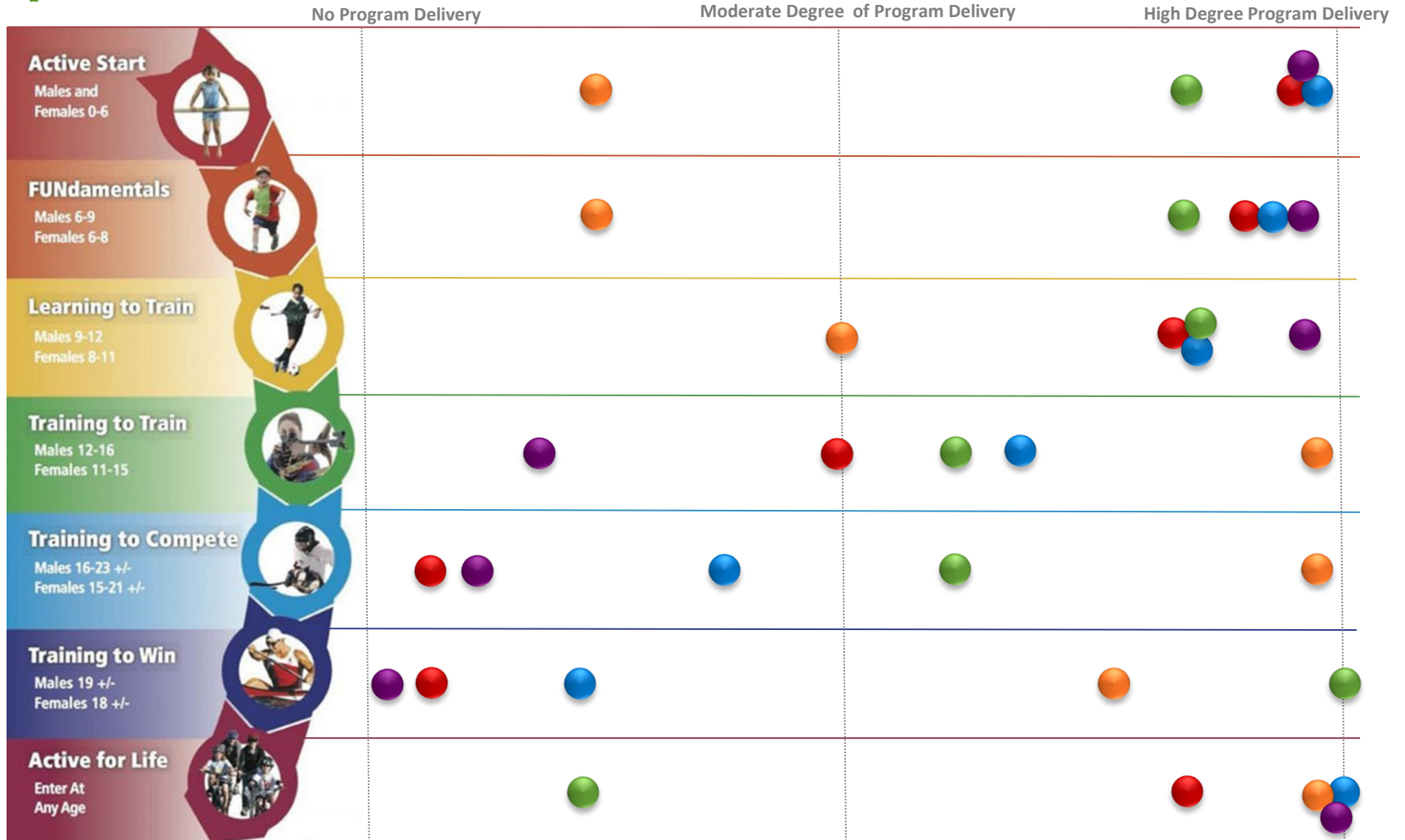
Where do Facility Operators Have a Role?

Five third party operators of City-owned recreation facilities were asked to identify the degree of program delivery for each of the Long Term Athlete Development (LTAD) stages.

The summary of program delivery, by facility and LTAD stage is shown on the following page.

January, 2017

Third Party Facility Operators, Program Delivery

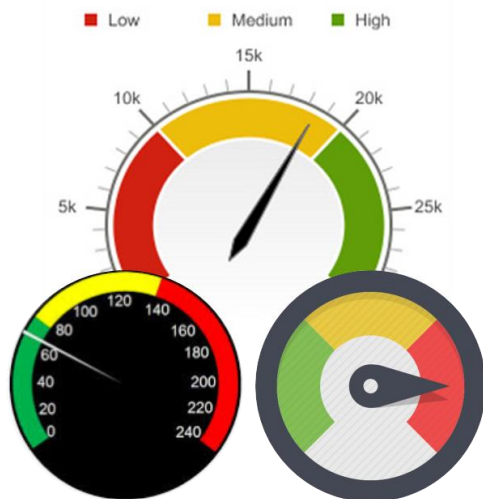


Considerations for a Refreshed Sport Policy

What Needle are we Moving?

Considerations for a Refreshed Sport Policy

What Needle are We Moving?



This project, from its outset, focused on the priorities for discussion to support the review and development of a new policy.

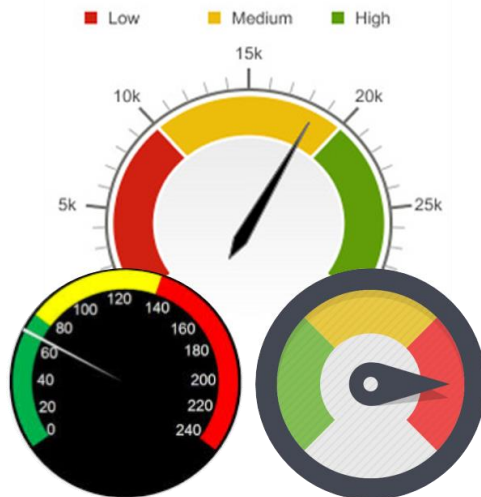
The purpose of focusing the discussion to progressively narrower areas of review, yet still aligned to the “3 + 1” themes identified, helped ensure that engagement was targeted to the key priorities, to help define a refreshed and resonant sport policy.

The collective feedback provided the stakeholder groups and their individual participants further served this purpose by identifying common objectives, outcomes, and strategies across the stakeholder groups, based on the frequency of the types of improvement opportunities noted.

The frequency of the items noted, across all the stakeholder meetings, is summarized in Appendix B.

Considerations for a Refreshed Sport Policy

What Needle are We Moving?



After collecting, aggregating, and reviewing all the information collected (definition of key themes, brainstorming feedback, and priority setting), the project defined what it recommends as the key outcome (or “needle”) we expect a refreshed sport policy to “move”.

Based on all of the stakeholder feedback, the “needle” represents the main outcome of a policy which not only helps achieve the “3 + 1” key themes identified across the stakeholder groups, but can also serve as decision matrix model that can be used in prioritizing operational tasks and activities.

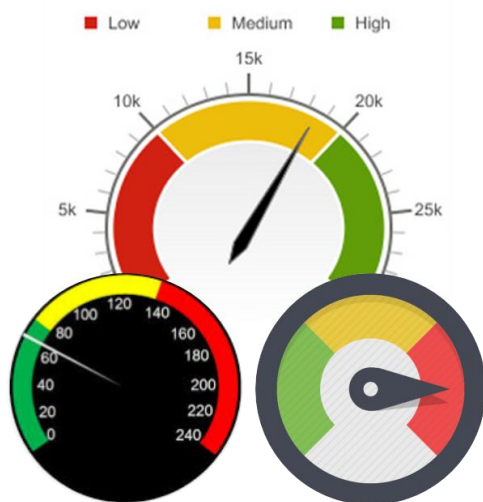
The “needle” will not become the final (or only) version of a refreshed policy. But it will serve as a starting point for review and discussion to allow policy development to focus in the areas, and on the objectives, that all of the cross-functional stakeholders have deemed important.

Considerations for a Refreshed Sport Policy

What Needle are We Moving?

This “needle” keeps us cognizant and vigilant on the important outcomes as development of a refreshed sport policy commences, and helps prevent Calgary Recreation and its partners from trying to “do it all”.

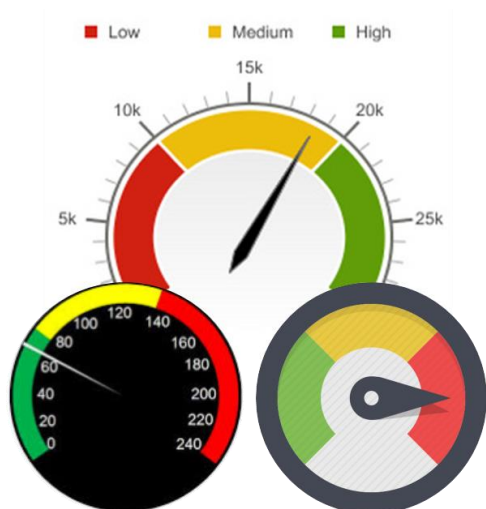
It helps define the primary objective of the refreshed policy that delivers the best value and benefit, and is based on the broad-ranging feedback collected across all the stakeholder groups and other interested parties.



The “Needle”

The “Needle”

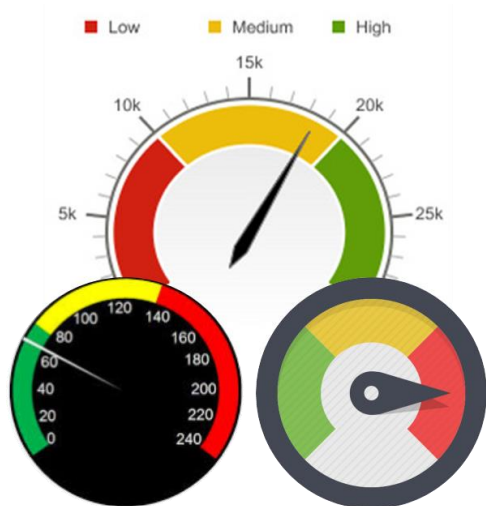
Based on the Calgary Civic Sport Policy review findings, the following “needle” was identified as a key outcome to focus on during the on-going discussion and eventual development of a refreshed sport policy. This statement will help inform the policy, but the language will continue to be managed and refined so that the policy statement resonates with all stakeholders, without sounding like “jargon”.



Maintain, Increase, and Sustain New
and Existing Participants in Sport,
for Life

The “Needle”

Maintain, Increase, and Sustain New and Existing Participants in Sport, for Life



The “needle” statement above was presented to the Expert Panels, and is intended to initiate and illicit further discussion, analysis, and feedback (both within the Expert Panels and within the broader stakeholder groups).

Within the Expert Panels, there was broad consensus to include the phrase “...for Life”.

There was further discussion, without a common consensus, about whether the phrase “physical activity” should be included within the statement. As a result, it has been currently excluded.

And, within the Expert Panels, there was significant discussion about whether the statement requires a definition of “sport” and “recreation”. Again, since there was not consensus on this, it was not included.

These considerations, whether included in the statement or not, are intended to continue the on-going discussion of the key objective of a refreshed Calgary Civic Sport Policy.

Principles Supporting The “Needle”

Principles Supporting the “Needle”

Six Underlying and Supporting Principles

in no particular order of importance

Supporting the “needle”, further narrowing the operational focus for achieving it, and assisting in avoiding the pitfalls of trying to “do it all” are these six supporting principles:

1. Skill development as a means to lifelong participation through increased confidence and self-esteem.
2. Balance the provision of programs for adults as well as children and youth.
3. Expanded definition of sport which avoids the exclusion of “smaller” sports.
4. Design programs, facilities, and delivery that “look like me” – a reflection of the diversity of participants.
5. Maximize the use and utilization of City and partner operated facilities.
6. Make Calgary a “sport city” of active and engaged Calgarians.



Principles Supporting the “Needle”

Six Underlying and Supporting Principles

The preliminary interviews, the self-selecting surveys, discussions with the project’s two Expert Panels, municipal benchmarking, facilitated focus discussions, identification of opportunities and barriers, and the multi-voting process all contributed to the detailed findings the review has identified.

The creation of the outcome “needle” and it’s six underlying principles will help guide and facilitate on-going discussion as Calgary Recreation begins the development of a refreshed sport policy.

Additional review and discussions will help to either confirm the “needle” and its underlying principles or help define additional outcomes for a refreshed sport policy.



Principles Supporting the “Needle”

Six Underlying and Supporting Principles

And the analysis performed to date has not only identified the main content for developing a refreshed sport policy, it has been defined and classified in a way that allows the development of a refreshed policy to focus on a finite, well-defined and measurable scope which is focused on, and aligned to, the highest priority, highest value objectives.

The stakeholders engaged to date stated that a refreshed sport policy should focus on expanding participation in physical activity and sport (by focusing and delivering on the “needle’s” six supporting principles).

And 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.



Improvement Opportunities

Through small-group brainstorming exercises, the 145 individuals that participated in the twelve facilitated discussions, generated 133 improvement opportunities which are shown in Appendix A.

The vast majority of the 133 improvement opportunities are operational and tactical suggestions. They do not represent strategic objectives.

Improvement Opportunities

How were the improvement opportunities categorized?

The 133 improvement opportunities generated during the focused discussions were categorized.

Six classifying categories helped analyze the 133 improvement opportunities, were defined and based on common feedback and input.

The six categories were not specifically identified by participants across the 12 stakeholder groups.



Improvement Opportunities

the six classifying categories

Increased Governance and Oversight

Improved Partner Alignment

Improved Communications and Promotion

Expanded/Enhanced Program Delivery

Review Facility*/Equipment Requirements

Improved On-Going Program Support

* Facilities are out-of-scope for the review, but the comments related to Facilities were noted to accurately reflect all of the feedback received



~130 Opportunity Suggestions

Improvement Opportunities

The Six Classifying Categories

in no particular order of importance

Increased Governance and Oversight

1

Opportunities related to the overall governance of programs and partners related to the delivery of sport. These include items such as risk management, program support, and metrics and measurement.

Improved Partner Alignment

2

Suggestions related to the coordination between all of the sport delivery providers to facilitate new and/or effective partnerships, information sharing, and access to programs and facilities.

Improvement Opportunities

The Six Classifying Categories

in no particular order of importance

Improved Communications and Promotion

3

Opportunities related to the communication between partners and stakeholder groups to avoid duplication of sport delivery and address gaps with sport delivery systems, as well as promotion of the services and programs available for Calgarians, regardless of whether they are delivered by Calgary Recreation or external stakeholder groups/partners.

Expanded/Enhanced Program Delivery

4

These improvement recommendations promote the delivery of additional sport programs. These include both delivery to additional constituents and also the expansion to deliver additional emerging or non-traditional sports.

Improvement Opportunities

The Six Classifying Categories

in no particular order of importance

Improved On-Going Program Support

5

On-going program support suggestions related to the opportunities to simplify the access to sports and sport programs, such as improved transportation, improved/aligned subsidy applications, ease of accessibility, and review of facility booking and utilization practices.

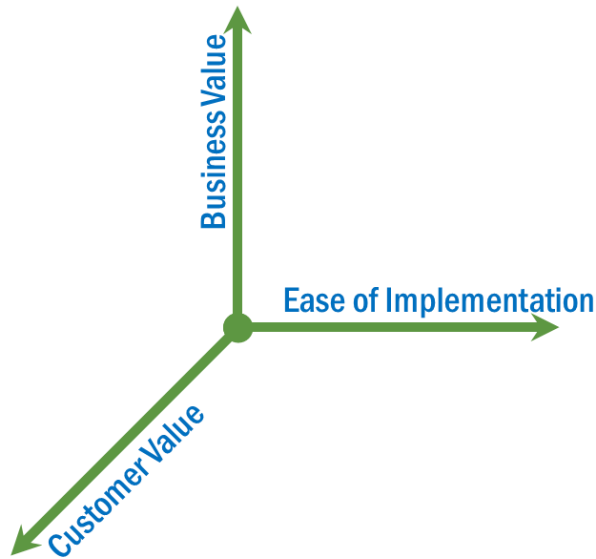
Review Facility/Equipment Requirements

6

Although facility-related recommendations were out-of-scope for our review (they are being addressed via a separate Calgary Recreation initiative), stakeholder comments related to facilities were captured nonetheless to accurately capture and reflect all of the feedback received from the stakeholder groups.

Evaluating the 133 Improvement Opportunities

Evaluating the 133 Improvement Opportunities



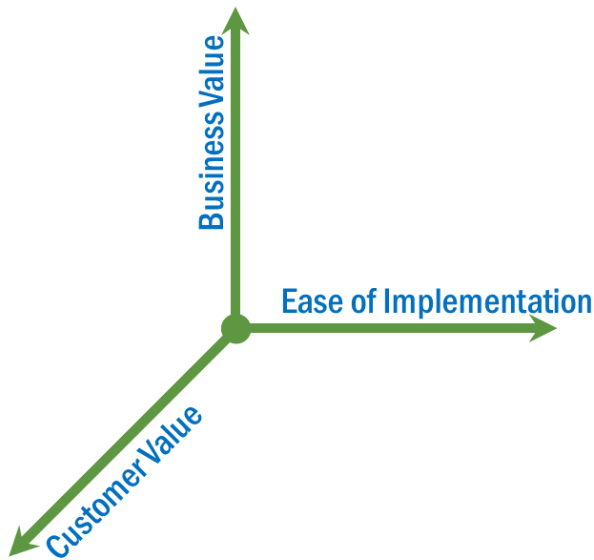
How Will We Know What to Do?

The project could have stopped at this point; there was enough information collected and analyzed for the development of a refreshed Calgary Civic Sport Policy to commence.

But there was additional input and value to obtain from the stakeholder groups.

As part of the facilitated focused discussions, stakeholders identified 133 improvement opportunities as part of their review and brainstorming exercise across the "3 + 1" key themes. Although these opportunities primarily highlight operational and tactical action items ("what we should do"), they also provide insight into the strategic objectives of a refreshed sport policy ("why are they valuable").

Evaluating the 133 Improvement Opportunities

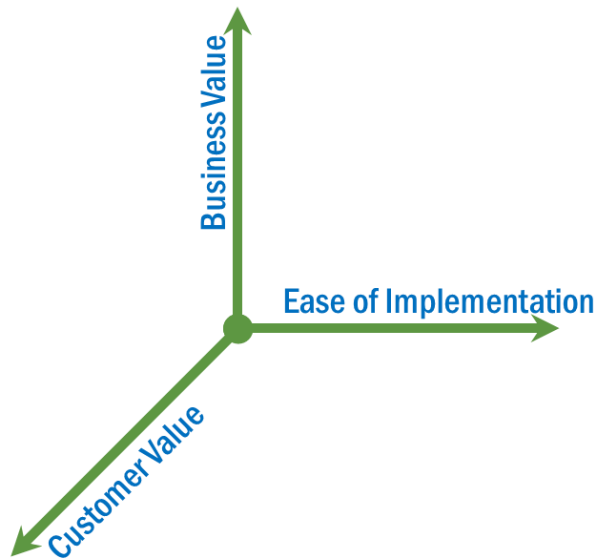


How Will We Know What to Do?

To avoid losing this important work and stakeholder insight and feedback, a set of evaluation criteria were developed to allow assessment of each of the improvement opportunities.

In addition to prioritizing these opportunities for The City and its partners, the evaluation criteria could help further support the objectives, goals, and outcomes of a refreshed sport policy.

Evaluating the 133 Improvement Opportunities



How Will We Know What to Do?

While these evaluation criteria aren't necessarily required for further discussion and development of the policy document, they will be useful for evaluating the operational improvement suggestions and opportunities.

Nonetheless, they will serve to further define the scope, direction, and priorities of a refreshed Calgary Civic Sport Policy.

First, the evaluation criteria themselves may help narrow and define the discussion about the most important operational considerations of the refreshed policy based on what each of the criteria addresses (e.g., affordability, demonstrated need, replicability, inclusion, etc.).

And second, when the criteria are applied to the 133 improvement opportunities, those that "rise to the top" will provide further indicators about the key priorities and objectives of a refreshed Civic Sport Policy, which can be evaluated and discussed further, and based on the input provided across all stakeholder groups.

Prioritizing the 133 Improvement Opportunities

Prioritized Recommendations

How Will We Know What to Do?

On the following pages, the improvement recommendations, aligned to each of the six classifying categories, are ranked in terms of their relative priority to one another. This preliminary ranking was performed by the Sport Division of Calgary Recreation to help highlight the recommendations which offer the highest value.

There are three sets of rankings – Ease of Implementation, Business Value, and Customer Value.

Ease of Implementation is shown on the bottom axis. So the suggestions which are easiest to implement are on the right half of the matrix.

Business Value is shown on the left axis, and the suggestions with highest business value are on the top half of the matrix.

Customer Value is denoted by colour and shape, as shown in the legend.

Prioritized Recommendations



How Will We Know What to Do?

The number shown inside the dots correspond to the number of the improvement recommendation shown in Appendix A for each of the six classifying categories.

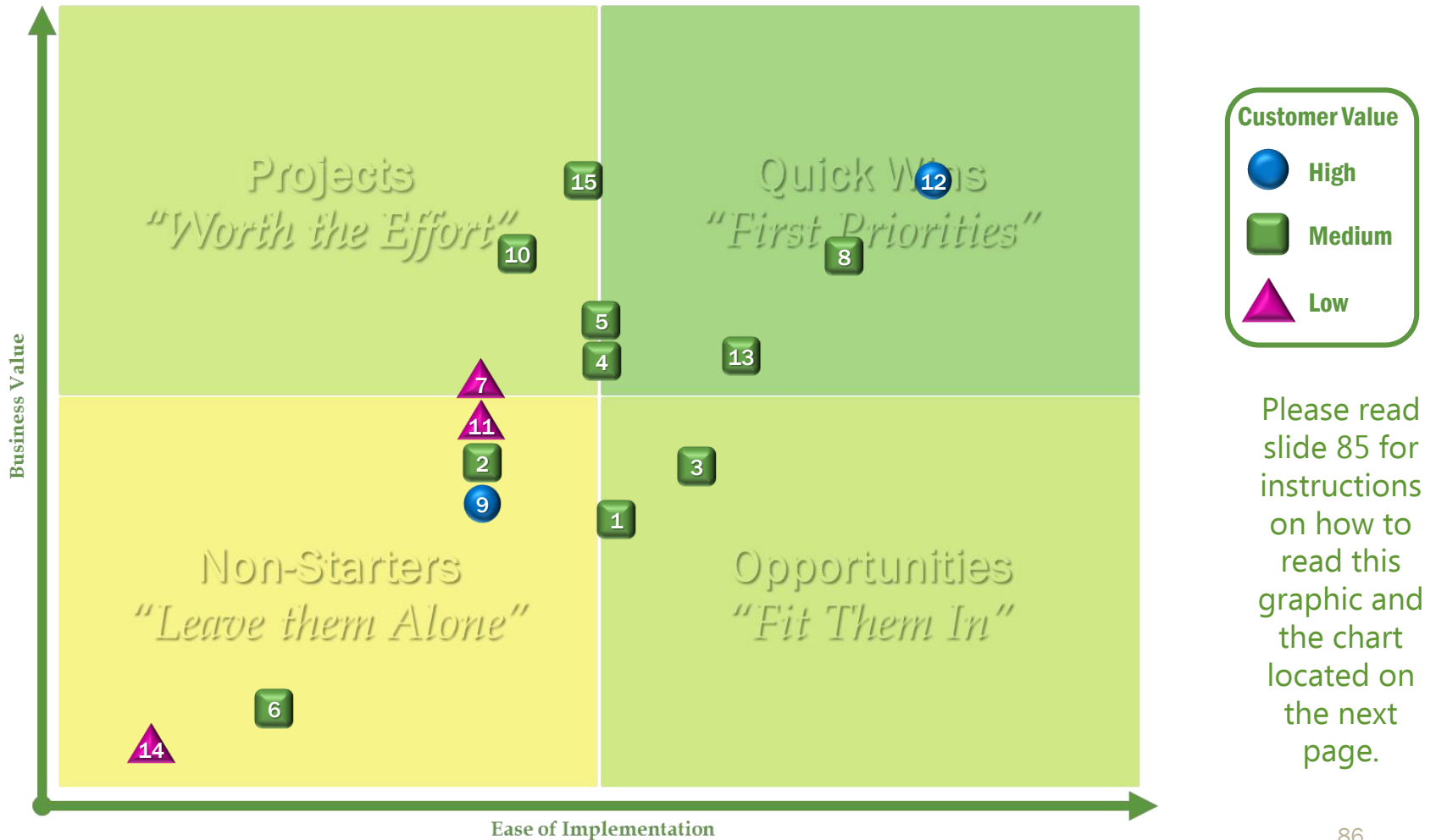
For ease of review, the detailed descriptions of the items shown in the upper right quadrant (Quick Wins) and corresponding to High or Medium Customer Value are shown below each chart.

Using this evaluation system, a blue dot in the top right hand quadrant represents a high-value recommendation because it is easy to implement (relative to the other recommendations) while offering high business and customer value.

Using this classification, all stakeholders involved in refreshing the sport policy may begin to focus on how best to implement the improvement recommendations that offer the greatest benefits, and help achieve the "needle" and outcomes of the refreshed policy.

Increased Governance and Oversight

Opportunities related to the overall governance of programs and partners related to the delivery of sport. These include items such as risk management, program support, and metrics and measurement.



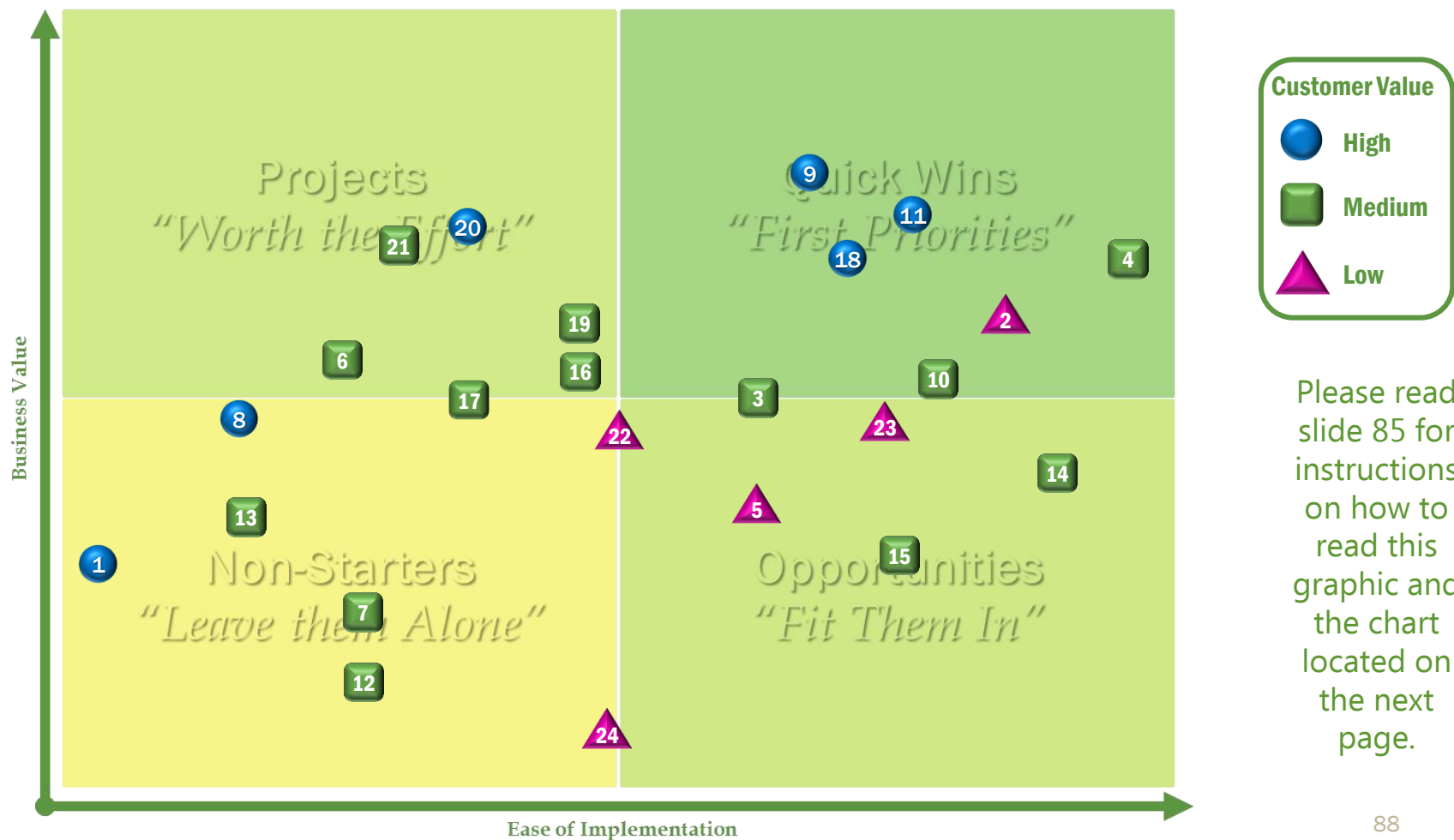
Please read slide 85 for instructions on how to read this graphic and the chart located on the next page.

Increased Governance and Oversight (cont'd)

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
8	Calgary Recreation to streamline the requirements for park and facility usage related to permitting, insurance, public gathering, security requirements, cost, etc. Sometimes this is too difficult to navigate	D	Private Sector
12	Create a set of guiding principles and guidelines for Calgary Recreation which provide a decision tree for making partnership decisions (when to say yes to a request and when to say no).	H	Health
13	Look to improve guidelines for how Calgary Recreation allocates facility usage; how do you balance providing free or subsidized facility access when a paying user wants the same availability. Same recommendation would apply to Parks for providing more access/opportunity via their allocation process to sport, cultural, and social groups, and reassess existing spaces to be more welcoming of non-mainstream sports (aligned to the Sport Field Strategy).	D	Recreation

Improved Partner Alignment

Suggestions related to the coordination between all of the sport delivery providers to facilitate new and/or effective partnerships, information sharing, and access to programs and facilities.



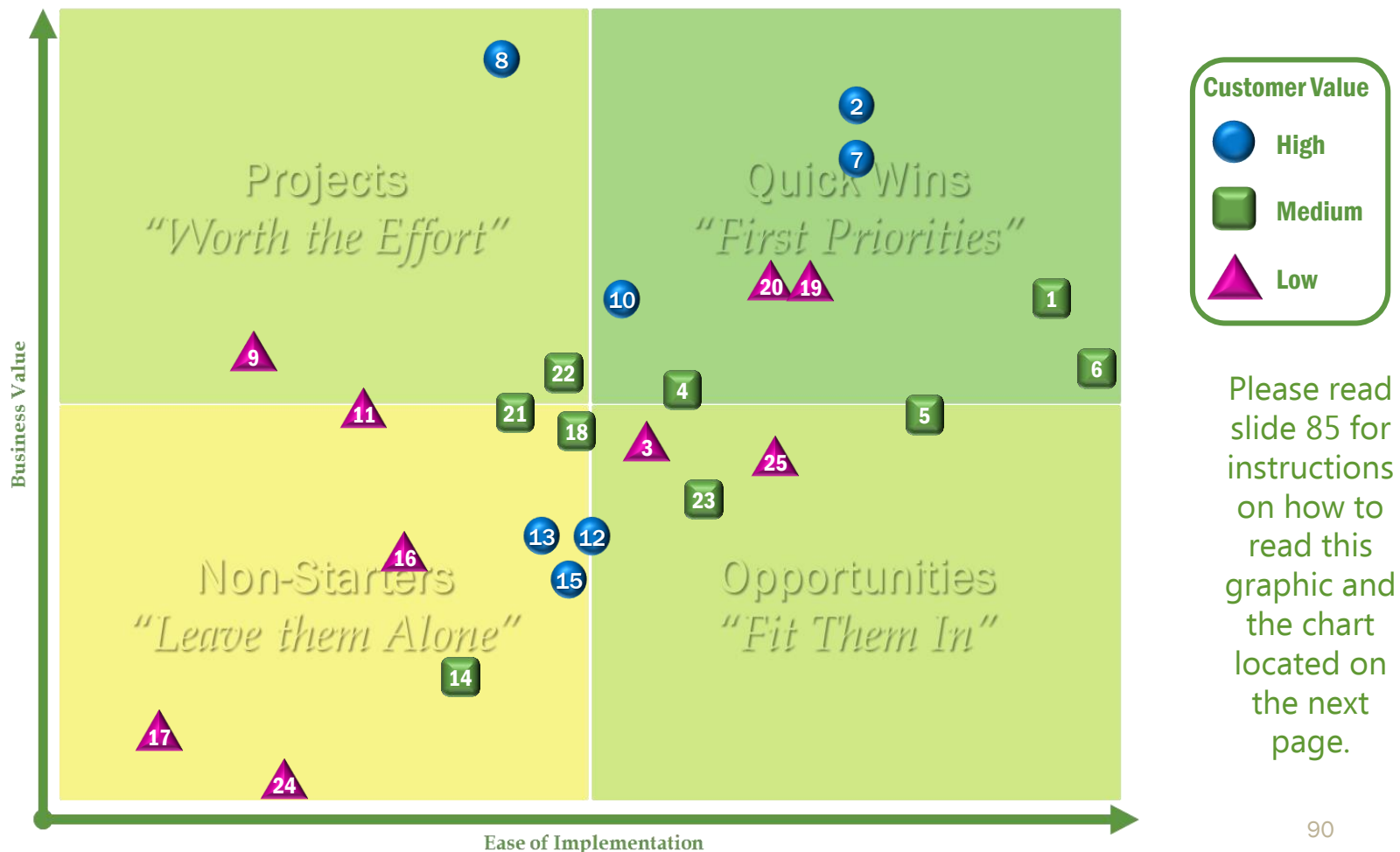
Please read slide 85 for instructions on how to read this graphic and the chart located on the next page.

Improved Partner Alignment (cont'd)

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
4	Create and utilize stakeholder working groups to improve communication and accessibility with periodic public reporting. This should most likely be led by Sport Calgary.	D	Sport Orgs
9	Need to increase and improve alignment between Calgary Recreation, Calgary Board of Education, and Calgary Separate School Division. Look to improve the joint use agreement to facilitate the 2-way use of schools and community facilities, at minimal or no cost.	L	Education
10	Calgary Recreation should look to engage and consult facility partners about the development of more facilities - where should they be? What partnerships/programs should they address?	H	Facility Ptrs
11	Review and address the 2 key challenges of partner facilities: 1) Calgary Recreation should determine if there should be a requirement that partner facilities are booked to specific, under-represented groups (e.g., newcomers, social service groups, etc.) for a portion of their availability. 2) Rec facilities are subsidized, which is a challenge to partner facilities who try to match pricing.	H	Facility Ptrs
18	Review guidelines for public access and use of facilities vs private (or special interest groups) utilizing facility time, and the times they access facilities (e.g., swim clubs who may take time away from public swim times).	D	Health

Improved Communications and Promotion

Opportunities related to the communication between partners and stakeholder groups to avoid duplication of sport delivery and address gaps with sport delivery systems, as well as promotion of the services and programs available for Calgarians, regardless of whether they are delivered by Calgary Recreation or external stakeholder groups/partners.



Please read slide 85 for instructions on how to read this graphic and the chart located on the next page.

Improved Communications and Promotion (cont'd)

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
1	Create targeted communications to specific groups that Calgary Recreation wants to engage in its, or its partner's programs (e.g. Seniors, youth, affordable housing, new Calgarians, etc.). This includes identifying the communication vehicles/methods to best target those groups and specific contacts across the various organizations and utilizing ethnic associations who can promote sport and recreation opportunities at their ethnic events (Expo Latino, Carifest, etc.)	D, L	Active Aging Welcoming Comm.
2	Expand communication, promotion, and exposure of programs by utilizing and maximizing the use of exiting and new social media.	H	Sport Orgs Private Sector
4	Highlight the wins and successes of sport/recreational/athletic performances (role models) to provide examples of the benefit and successes of sport and recreation in order to facilitate engagement and participation.	D	Sport Orgs
6	Provide training to staff on the use of inclusive language (different languages, proper terminology, e.g., "persons with disabilities" vs "handicapped")	D	Sport Orgs
7	Expand and increase communication awareness about the available subsidies available to support participation in sport and recreation, and target this communication to the groups that are likely to require the support. This included both City and private sector subsidies (e.g., KidSport/Jumpstart). Understand and communicate what funding is available and for whom.	D	Sport Orgs
10	Improve awareness that physical participation in any sport activity improves health and wellness outcomes, and provide a strong base of entry opportunities for all ages across the LTAD framework.	H	Sport Orgs

Expanded/Enhanced Program Delivery

These improvement recommendations promote the delivery of additional sport programs. These include both delivery to additional constituents and also the expansion to deliver additional emerging or non-traditional sports.



Please read slide 85 for instructions on how to read this graphic and the chart located on the next page.

Expanded/Enhanced Program Delivery (cont'd)

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
2	Expand delivery of Senior-focused programs at more City, Partner, Health Services and greenspace facilities. Also consider delivering facilitated, instructor-led programs at senior/assisted living facilities within the City of Calgary.	H, D	Active Aging
3	Expand Sport Calgary's "All Sport One Day" to include an adults only version of the program.	H, D	Active Aging
5	Create diverse recreational programs for adults/masters participants (both men and women). This diversity of programming should also include program delivery based on skill development by expanding the availability of "learn to" programs, for adults children, and perhaps focused on less popular/traditional sports.	H, D	Sport Orgs SS-Youth Welcoming Comm. Health
6	Create introductory programs for sport, recreation, physical activity for under-served, under-participating groups (e.g., affordable housing, people with disabilities, kids without existing sports skills, etc.). Lots of kids are bussed to school so it's not reasonable to have after school activity at the school they attend since bussed kids need to leave as soon as classes are over. Local schools where kids live are more feasible.	H, L	Sport Orgs SS-Youth



Expanded/Enhanced Program Delivery (cont'd)

No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
9	Avoid a "one size fits all" for sport/recreation programs and activities. Instead, use demographic data or surveys to determine which non-traditional sports and activities are likely to encourage high participation rates in specific, diverse communities. Includes an increased openness by Calgary Recreation to deliver non-traditional sports.	D, L	Sport Orgs Welcoming Comm. Health
25	Need to increase the focus on non-winter and non-traditional sports which are likely not easily accessible to immigrants/newcomers.	L, D	Welcoming Comm.
26	Provide sport activities/opportunities for immigrant grandparents who are often the child care provider for their grandchildren while they participate in their sport activities. Give the grandparents a mechanism/opportunity to participate in physical activity.	H	Welcoming Comm.
28	Sports programs are too exclusive and too specialized from an early age. Need to look at programs which are more recreational and so not require the same exclusivity, cost, and commitment. Need to focus on health outcomes, not sport outcomes.	H	Health
33	Promote unstructured play/sport so that our participants have more opportunity and are more comfortable in "just playing"; this may initial require some "programming" that facilitates the delivery of equipment and informal instruction that helps participants engage in unstructured play. "Structured, unstructured play"	H	Individual Submission

Improved On-Going Program Support

On-going program support suggestions related to the opportunities to simplify the access to sports and sport programs, such as improved transportation, improved/aligned subsidy applications, ease of accessibility, and review of facility booking and utilization practices.

Customer Value

-  High
-  Medium
-  Low



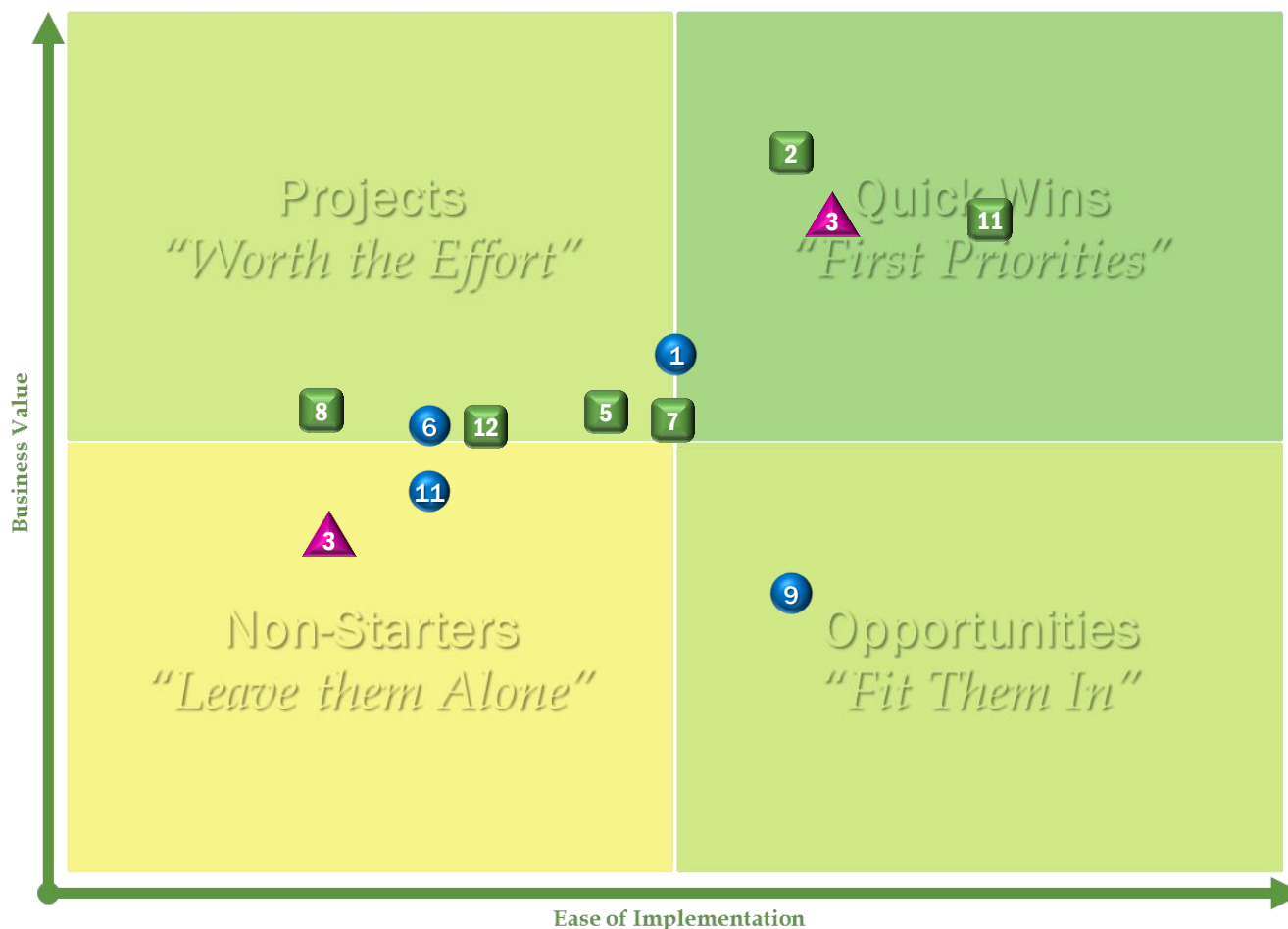
Please read slide 85 for instructions on how to read this graphic and the chart located on the next page.

Improved On-Going Program Support




No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
5	Conduct a review of the geographic balance for access to sport and recreation facilities across the City to identify where there are gaps in facility access/availability. This is a catchment basis review, but for all sport and recreation facilities, and regardless of who owns them.	D	Sport Orgs
6	Calgary Recreation should provide information/transition/pathways from their "learn to" sport programs to the local sport organizations. The City's role in ensuring that the participant continues to participate shouldn't end with the conclusion of the "learn to" program.	L	Sport Orgs
7	Calgary Recreation to provide support for new or emerging sports which can help increase overall participation or participation of under-served groups.	D	Sport Orgs
11	Subsidy forms for Calgary Recreation programming are difficult to understand, especially for non-English as a 1st language.	H	SS-Fee Assistance
15	Re-examine the requirements of Fair Entry vis-à-vis new Calgarians - do the Fair Entry requirements introduce barriers (e.g., requires tax information which a newcomer may not yet have available. Cost is a large barrier for access and even when subsidies are available, they are often not enough and involve a lot of paperwork.	H	Welcoming Comm. Health

Review Facility/Equipment Requirements

Although facility-related recommendations were out-of-scope for our review (they are being addressed via a separate Calgary Recreation initiative), stakeholder comments related to facilities were captured nonetheless to accurately capture and reflect all of the feedback received from the stakeholder groups.



Customer Value

-  High
-  Medium
-  Low

Please read slide 85 for instructions on how to read this graphic and the chart located on the next page.

Review Facility/Equipment Requirements

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
2	Development of additional multi-sport facilities.	H, D	Sport Orgs
11	Provide equipment to local communities which can be accessed and managed by local community volunteers.	L	Individual Submission

Next Steps

Next Steps

Key Accomplishments of the Sport Policy Review

With the on-going support of over 100 individuals (ranging from interested citizens to members of Council to sport subject matter experts) and 12 stakeholder groups, the review of the Calgary Civic Sport Policy has achieved a number of key milestones.

These include:

- ❑ Identifying the overall outcome (the “needle”) for a refreshed Civic Sport Policy which focuses on increasing and sustaining participants in sports;
- ❑ Development of six strategic guiding principles which help classify the areas of focus to support the needle and the policy’s outcomes;
- ❑ An improved understanding of the expected roles of each of the stakeholder groups, Calgary Recreation, The City of Calgary and it’s facility operators;
- ❑ A list of 133 improvement opportunities/implementation items which will inform tactical implementation plan(s) to help achieve the outcomes of the policy.

N  **E**  **X**  **T**
S    **T**
P    **S**

January, 2017

Next Steps

Policy Development Raw Materials are In Place

The raw materials for the development of a refreshed Calgary Civic Sport Policy are all in place and are based on the large amount of information and feedback collected from our 12 stakeholder groups.

The collective findings, as well as a summary of the benchmarking results from the polling of similar municipalities, will be presented to the project's Direct Delivery Expert Panel and Shared Outcomes Expert Panels in early 2017 for review.

The findings do not represent a final position for Calgary Recreation or its partners. Instead, it is an informed starting point of further discussion which will deliver an effective and resonant policy.

Upon validation of the "needle", its underlying principles, stakeholder/partner roles, and the highest priority improvement opportunities/implementation items, the development of a refreshed Calgary Civic Sport Policy can commence.



NEXT
STEPS

Appendix A: Improvement Opportunities

Through small-group brainstorming exercises, the 145 individuals that participated in the twelve facilitated discussions, generated 133 improvement opportunities which are shown in Appendix A.

The vast majority of the 133 improvement opportunities are operational and tactical suggestions. They do not represent strategic objectives.

Appendix A

Operational Improvement Opportunities

The improvement opportunities shown below were identified and collected as part of the 2016 Calgary Civic Sport Policy facilitated discussions, individual submissions, and other review meetings.

These opportunities have not been edited, vetted nor validated by the stakeholder group participants, but are presented here to provide context and feedback of the stakeholders' feedback.

The improvement opportunities are classified based on the themes for which they were suggested:

- H** – Deliver on Health and Wellness Outcomes
- D** – Improve Inclusion of Diverse Groups
- L** – Deliver Programming Locally, in Communities

Appendix A Improvement Opportunities

Increased Governance and Oversight

Improved Partner Alignment

Improved Communications and Promotion

Expanded/Enhanced Program Delivery

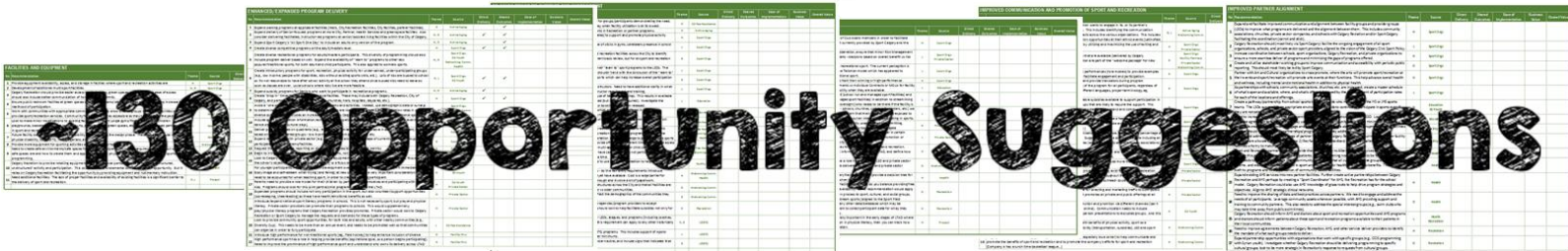
Review Facility*/Equipment Requirements

Improved On-Going Program Support

* Facilities are out-of-scope for the review, but the comments related to Facilities were noted to accurately reflect all of the feedback received



~130 Opportunity Suggestions



Improvement Opportunities

Increased Governance and Oversight

Opportunities related to the overall governance of programs and partners related to the delivery of sport. These include items such as risk management, program support, and metrics and measurement.

Appendix A

Improvement Opportunities

Increased Governance and Oversight

No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
1	Provide support to clubs/groups for the recruitment and refresh of Club board members in order to facilitate new ideas in club boards. This could also be expanded to include standard processes, policies, budgeting, financial reporting, athlete tracking, etc. This would expand/extend the support currently provided by Sport Calgary and the Federation of Calgary Communities.	H	Sport Orgs Individual Submission
2	Although Risk Management was recognized as an important consideration, determine how to ensure that minor Risk Management issues do not prevent or inhibit participation or delivery of programs - decisions based on overall benefit vs risk management. Determine how to balance risk management with access to programs and delivery.	L	Sport Orgs Private Sector
3	Determine how to balance the needs and demands of competitive sport vs recreational sport. The current perception is that competitive sport has a higher priority. But other stakeholders would suggest that recreational sport has a higher priority. This perceived dichotomy needs to be addressed and clarified. Suggestion to use the Talisman model which has appeared to achieve a balance between the deliver of competitive and recreational sport.	L	Sport Orgs
4	Create a new culture where "playing sports" becomes more important than winning or high-performance.	H	Sport Orgs
5	Between Calgary Recreation and CBE/CSSD, utilize Master Agreements vs Individual Contracts or MOUs for facility bookings. Master Agreements help facilitate the use of school facility when they are available.	L	Education
6	Need consistency between the facility operating model of the CBE (school run and managed sport facilities) and the CSSD (centralized Business Services department run and managed sport facilities) in addition to streamlining and making consistent the requirements for on-site supervision/oversight (who needs to be there if the facility is open?)	L	Education
7	For local delivery of programs (e.g., in local community locations - schools, churches, community centers, etc.) we need to address parental concerns of child safety. Parents have a concern that their children will be exposed to negative influences from other children who "drop in" to the facility without an interest in participating in sports.	L	SS-Youth
8	Calgary Recreation to streamline the requirements for park and facility usage related to permitting, insurance, public gathering, security requirements, cost, etc. Sometimes this is too difficult to navigate	D	Private Sector

Appendix A Improvement Opportunities

Increased Governance and Oversight

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
9	Too strong a focus on risk and the negative side of sport and recreation - can only access the river in certain areas, can't go on the Glenmore, some sports/activities are too risky, etc. And no amount of promotion or awareness seems to overcome the risk-focused approach to activity.	L	Private Sector
10	Calgary Recreation should develop a broad set of guiding principles for the delivery of sport and recreation. These would address not only the physical literacy principles, but inform and align to the LTAD, and define how the programming is delivered, and who delivers it.	H	Facility Ptrs
11	Sport teams should reflect diversity. Calgary Recreation may have a role here with their LSO and private sector partners to promote the diversity of the teams/programs that are delivered by the LSO and private sector providers in their facilities.	D	Welcoming Comm.
12	Create a set of guiding principles and guidelines for Calgary Recreation which provide a decision tree for making partnership decisions (when to say yes to a request and when to say no).	H	Health
13	Look to improve guidelines for how Calgary Recreation allocates facility usage; how do you balance providing free or subsidized facility access when a paying user wants the same availability. Same recommendation would apply to Parks for providing more access/opportunity via their allocation process to sport, cultural, and social groups, and reassess existing spaces to be more welcoming of non-mainstream sports (aligned to the Sport Field Strategy).	D	Recreation
14	Collect and utilize data from True North/AHS data in addition to any other data/databases which may be appropriate (e.g., Mend, Prescription to Get Active). May also want to collect participant data for why they have registered in a program (SUMMIT) and follow their progress.	H	Recreation
15	Need to improve the measurement of participation. This is especially important in the early stages of LTAD where physical literacy is being taught. Measure the level of participation in physical literacy, then you can track how well these participants continue to participate in sport and recreation.	H	Project

January, 2017



Improvement Opportunities

Improved Partner Alignment

Suggestions related to the coordination between all of the sport delivery providers to facilitate new and/or effective partnerships, information sharing, and access to programs and facilities.

Appendix A Improvement Opportunities

Improved Partner Alignment

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
1	Expand and facilitate improved communication and alignment between facility groups and provider groups (LSOs) to improve what programs are delivered and the alignment between them. This includes community associations, churches, private sector companies, and schools with Calgary Recreation and/or Sport Calgary facilitating the coordination (carrot and stick).	H	Sport Orgs
2	Calgary Recreation should (most likely via Sport Calgary) facilitate the on-going engagement of all sport organizations, schools, and private sector sport providers, aligned to the vision of the Calgary Civic Sport Policy.	L	Sport Orgs
3	Increase coordination between schools, sport organizations, Calgary Recreation, and private organizations to ensure a more seamless deliver of programs and minimizing the gaps of programs offered.	H	Sport Orgs
4	Create and utilize stakeholder working groups to improve communication and accessibility with periodic public reporting. This should most likely be led by Sport Calgary.	D	Sport Orgs
5	Partner with Art and Cultural organizations to cross-promote, where the arts will promote sport/recreation at their events and sport/recreation will promote arts events at their functions. This help advance overall health and wellness, including mental and emotional health in addition to physical health.	H	Sport Orgs
6	As partnerships with schools, community associations, churches, etc. are increased, create a master schedule of what's open and available, where, and what's offered, followed by the measurement of participation rates for each of the locations and offerings.	L	Sport Orgs
7	Request that LSOs provide reporting on diversity and accessibility rates and metrics	D	Sport Orgs
8	Create a pathway/partnership from school sports to LSOs for kids who may not make the HS or JHS sports teams. The LSOs can provide an appropriate environment for kids to continue to participate in sports even if they are not selected to sports teams.	H	Education SS-Youth

Appendix A Improvement Opportunities

Improved Partner Alignment

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
9	Need to increase and improve the alignment between Calgary Recreation, CBE, and CSSD. Look to improve the joint use agreement to facilitate the 2-way use of schools and community facilities, at minimal or no cost.	L	Education
10	Calgary Recreation should look to engage and consult facility partners about the development of more facilities - where should they be? What partnerships/programs should they address?	H	Facility Ptrs
11	Review and address the 2 key challenges of partner facilities: 1) Calgary Recreation should determine if there should be a requirement that partner facilities are booked to specific, under-represented groups (e.g., newcomers, social service groups, etc.) for a portion of their availability. 2) Rec facilities are subsidized, which is a challenge to partner facilities who try to match pricing.	H	Facility Ptrs
12	Sport and Recreation partners need to provide their information to Alberta Health Services so that AHS can provide this program information to their patients. This is happening now, but needs to be formalized. Inform doctors and AHS about sport opportunities available to their patients in their local communities.	H, L	Health Recreation
13	AHS needs to continue to engage in the community to ensure that all culturally diverse groups, age levels, income, and education can be engaged in sport and recreation for health and wellness benefits. This applies both to programs and to the utilization of community-based facilities.	H	Health
14	Expand existing AHS services into new City and/or partner facilities.	H	Health
15	Create active partnerships between Calgary Recreation and AHS perhaps by creating a "Sport Coordinator" for AHS, like Recreation has for the school model. Calgary Recreation could also use AHS' knowledge of grass roots to help drive program strategies and objectives. Align to AHS' strategic clinical networks.	H	Health
16	Need to improve the sharing of data and best practices across partners. We need to engage and address the data needs and requirements of all participants. Leverage community assets whenever possible, with AHS providing support and training to community partners. This also needs to address the special interest groups (e.g., swim clubs who may take time away from public swim times),	D	Health

Appendix A Improvement Opportunities

Improved Partner Alignment

No.	Opportunity Description	Theme	Source
17	Leverage community assets for AHS program delivery whenever possible, with AHS providing support and training to community partners. This also needs to address the special interest groups (e.g., swim clubs who may take time away from public swim times),	D	Health
18	Review guidelines for public access and use of facilities vs private (or special interest groups) utilizing facility time, and the times they access facilities (e.g., swim clubs who may take time away from public swim times).	D	Health
19	Need to improve agreements between Calgary Recreation, AHS, and other service delivery providers to identify the mandate of what each groups needs to deliver.	H	Recreation
20	Create a "hub" idea within existing partnerships - start with the physical facility, then look to utilize adjacent green spaces, schools, community associations, churches, etc. There are a number of informal conversations that help address this in an "one off" manner, but this needs to be formalized.	L	Recreation
21	Reduce the reliance on Calgary Recreation staff to provide the analysis, alignment and look to transfer some of this responsibility to the organizational volunteers or community volunteers. Calgary Recreation may need to provide training, information sharing, tools, standards, and/or data to help achieve this ("get all the information to the people who want/need it"). Knowledge transfer to local organizations for them to deliver in their own facilities/places.	L	Recreation
22	How can Recreation (and Partner delivery organizations) utilize older adults as coaches, mentors, or volunteers, with Recreation acting as the facilitator for these "inter generational" volunteers.	L	Recreation
23	Provide access to decision makers for LGBTQ and other excluded groups.	D	LGBTQ
24	Improve and expand partnerships with post-secondary institutions to facilitate the support and development of high-performance sport (training to compete, training to win).	H	Individual Submission

Improvement Opportunities

Improved Communications and Promotion

Opportunities related to the communication between partners and stakeholder groups to avoid duplication of sport delivery and address gaps with sport delivery systems, as well as promotion of the services and programs available for Calgarians, regardless of whether they are delivered by Calgary Recreation or external stakeholder groups/partners.

Appendix A

Improvement Opportunities

Improved Communications and Promotion

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
1	Create targeted communications to specific groups that Recreation wants to engage in its, or its partner's programs (e.g. Seniors, youth, affordable housing, new Calgarians, etc.). This includes identifying the communication vehicles/methods to best target those groups and specific contacts across the various organizations and utilizing ethnic associations who can promote sport and recreation opportunities at their ethnic events (Latinofest, Carifest, etc.)	D, L	Active Aging Welcoming Comm.
2	Expand communication, promotion, and exposure of programs by utilizing and maximizing the use of existing and new social media.	H	Sport Orgs Private Sector
3	Newcomers are not aware of the sport and recreation offerings that are available (delivered by Calgary Recreation/LSOs/Private Sector. Ensure that sports and recreation are part of the "welcome package" for new Calgarians, and delivered in a number of different languages.	D	Sport Orgs Facility Partners Private Sector Welcoming Comm.
4	Highlight the wins and successes of sport/recreational/athletic performances (role models) to provide examples of the benefit and successes of sport and recreation in order to facilitate engagement and participation.	D	Sport Orgs
5	Ensure that communications are provided in various languages (and provide translators during program introduction/delivery) to facilitate the improved understanding of the program for all participants, regardless of their first language.	D	Sport Orgs
6	Provide training to staff on the use of inclusive language (different languages, proper terminology, e.g., "persons with disabilities" vs "handicapped")	D	Sport Orgs
7	Expand and increase communication awareness about the available subsidies available to support participation in sport and recreation, and target this communication to the groups that are likely to require the support. This included both City and private sector subsidies (e.g., KidSport/Jumpstart). Understand and communicate what funding is available and for whom.	D	Sport Orgs

Appendix A Improvement Opportunities

Improved Communications and Promotion

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
8	Advertise sport and recreation activities and programming within schools to provide a feeder system to participation. Although the priority is to conduct this promotion in schools, we should also examine this communication and promotion should in any locations where people congregate (church, grocery store, AHS clinics and hospitals, etc.)	L	Sport Orgs Welcoming Comm.
9	Share data related to facilities and utilization. For example, the utilization percentage of facilities (pools, arenas, athletic parks, etc.), cost of facilities, etc. Suggestion is that a common website showing all permit, utilization, and availability information for all City facilities (and even schools and community associations) should be created.	L	Sport Orgs Recreation
10	Improve awareness that physical participation in any sport activity improves health and wellness outcomes, and provide a strong base of entry opportunities for all ages across the LTAD framework.	H	Sport Orgs
11	Expend and communicate the definition of the benefits of physical activity to include more than just physical activity. It also includes emotional health and happiness, contentment, etc.	H	Sport Orgs
12	Need to improve the communication of what diversity support programs already exist, both for sport providers and for potentially new participants.	D	Private Sector
13	Conduct promotion and outreach programs rotating through communities throughout the year. The promotion should be culturally based, if needed, in addition to word of mouth, and the outreach could even be achieved via physical demonstration/introduction to the targeted groups	D	Private Sector
14	Calgary Recreation should act as a communication hub/resource for directing and marketing traffic to both public and private sports programs. Develop one application/hub that promotes all private and public offerings at all facilities across all programs.	H	Private Sector
15	Calgary Recreation and private programming needs better promotion and promotion via different channels (can't just be online, as some excluded participants don't have access online). Communication needs to include brochures in schools/churches, community newsletters, and in-person presentations to excluded groups. And this needs to be all delivered in different languages as well.	H	SS-Youth

Appendix A Improvement Opportunities

Improved Communications and Promotion

No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
16	Increase the promotion and awareness of sport in general - health benefits of physical activity, sport as a profession, awareness of sport programs across the city, accessibility (transportation, subsidies), LSO and sport programming, Rec programs, etc.	H	Welcoming Comm.
17	Calgary Recreation should engage with private sector industries (especially "blue collar" industries) to help communicate and promote the benefits of sport and recreation and to promote the company's efforts for sport and recreation (Company A has a lunch time basketball league...)	H	Welcoming Comm.
18	Improve communication to culturally diverse groups about the value of sport and recreation. This should be targeted to the cultural practices of different ethnicities and address their ignorance, misconceptions, and judgements about sport and recreation (e.g., the role/participation of men and women).	D	Health
19	Need to improve the communication of what Calgary Recreation already knows based on its own research. Need to target and communicate these findings to the people that Calgary Recreation needs support from (parents, program providers, who are aligned to the desired outcomes). This would also help show the impact and importance of what Calgary Recreation is doing.	H	Recreation
20	Ensure that Calgary Recreation is promoting their programs (events, services, etc.) to the right people/groups. Utilize lessons learned from Village Community Hub.	D	Recreation
21	Need to provide a centralized source of information about inclusion and which places are inclusive (and whose staff is trained on inclusiveness).	H	LGBTQ
22	Communicate, promote, and educated a zero tolerance policy for abusive language. This should apply not only to the City's own facilities and programming, but Recreation could also apply this to its partner organizations/facilities, and even extend this to LSOs as well.	L	LGBTQ
23	Identify and promote LGBTQ athletes and promote their accomplishments. Have them become role models for all participants LGBTQ and non-LGBTQ. Again, although raised for the LGBTQ community, this could apply for all groups that feel excluded (disables, affordable housing, etc.)	D	LGBTQ

Appendix A

Operational Improvement Opportunities

Improved Communications and Promotion

No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
24	Look to communicate and promote how we think about sport - instead of macho/tough it can be more about health and inclusion and diversity.	D	LGBTQ
25	Increase celebration and promotion of the City's high-performance athletes and their achievements. Continue promotion events in place today (Celebration of Sport) but conduct more of them and more often.	H, D	Individual Submission

Improvement Opportunities

Expanded / Enhanced Program Delivery

These improvement recommendations promote the delivery of additional sport programs. These include both delivery to additional constituents and also the expansion to deliver additional emerging or non-traditional sports.

Appendix A Improvement Opportunities

Expanded/Enhanced Program Delivery

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
1	Expand walking programs at applicable facilities (malls, City Recreation facilities, City facilities, partner facilities).	H	Active Aging
2	Expand delivery of Senior-focused programs at more City, Partner, Health Services and greenspace facilities. Also consider delivering facilitated, instructor-led programs at senior/assisted living facilities within the City of Calgary.	H, D	Active Aging
3	Expand Sport Calgary's "All Sport One Day" to include an adults only version of the program.	H, D	Active Aging
4	Create diverse competitive programs at the adult/masters level.	H	Sport Orgs
5	Create diverse recreational programs for adults/masters participants (both men and women). This diversity of programming should also include program delivery based on skill development by expanding the availability of "learn to" programs, for adults children, and perhaps focused on less popular/traditional sports.	H, D	Sport Orgs SS-Youth Welcoming Comm. Health
6	Create introductory programs for sport, recreation, physical activity for under-served, under-participating groups (e.g., affordable housing, people with disabilities, kids without existing sports skills, etc.). Many children are bussed to school so it's not reasonable to have after school activity at the school they attend since bussed kids need to leave as soon as classes are over. Local schools where kids live are more feasible.	H, L	Sport Orgs SS-Youth
7	Expand subsidy programs for Seniors who want to participate in recreational programs.	H, D	Active Aging
8	Create "drop in" times for Sport for Life at local facilities. These may include both Calgary Recreation, City of Calgary, and partner facilities (including schools, churches, halls, hospitals, daycares, etc.).	H	Sport Orgs

Appendix A Improvement Opportunities

Expanded/Enhanced Program Delivery

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
9	Avoid a "one size fits all" for sport/recreation programs and activities. Instead, use demographic data or surveys to determine which non-traditional sports and activities are likely to encourage high participation rates in specific, diverse communities. Includes an increased openness by Calgary Recreation to deliver non-traditional sports.	D, L	Sport Orgs Welcoming Comm. Health
10	Include sport and recreation information/exhibition/participation in existing community and cultural events (e.g., dance organizations, cultural days).	D	Sport Orgs
11	Deliver programs based on quadrants (e.g., the same or similar programs available in each City quadrant) and based on specific targeted groups – affordable housing, seniors, immigrant groups, etc.	L	Sport Orgs
12	Expand relationships with private sector (e.g., Goodlife) to allow a percentage of currently excluded groups to participate in their programs/facilities.	D	Sport Orgs
13	Begin to introduce and deliver physical literacy programs, not just "learn to" sports programs	H	Sport Orgs
14	Look to Calgary Recreation and the LSOs to provide equipment and skills training within the schools, focused on the school's objectives (e.g., participation, High 5) vs a focus on competition and winning.	H	Education
15	For younger participants, sport programming and delivery needs to stress skill development over unrealistic expectations (learn the skills immediately). Body image and self-esteem when trying (and failing) at new sports is also a very important consideration which should not be minimized or overlooked during program delivery. These need to be accounted for when teaching sport, in order to create a lifelong participant.	H	SS-Youth
16	Parents need to provide a role model for their children by participating themselves and participating with their kids. Programs should look for this joint partner/child programming across the LTAD.	H	SS-Youth Private Sector

Appendix A Improvement Opportunities

Expanded/Enhanced Program Delivery

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
17	Expanded programs should include not only participation in the sport, but also volunteer/support opportunities (scorekeeping, cheerleading) as these have health/emotional benefits as well.	H	Private Sector
18	Introduce/expand national sport literacy programs in schools. This is not necessarily sport, but play and physical literacy. Private sector providers can promote their sport and physical literacy programs to schools. This would supplement any play/physical literacy programs that Calgary Recreation provides/promotes.	H	Private Sector
19	Look to provide community sport opportunities, for both kids and adults, with other nearby communities (e.g., Diversity Cup). This needs to be more than an annual event, and needs to be promoted well so that communities can organize in order to fully participate.	L	SS-Fee Assistance
20	Introduce high performance for non-traditional sports (e.g., field hockey) to help enhance inclusion of diverse groups.	D	Facility Ptrs
21	High performance sport has a role in helping provide benefits (aspirational goal, so a person begins participating). Need to improve the prominence of high-performance sport and understand who owns its delivery across LTAD	H	Facility Ptrs
22	Need to increase the number of local community sport opportunities, even if they are just recreational or "drop in" sports. This needs to account for a variety of sports, which may interest different participants, and even the introduction of exercise equipment in local communities.	H	Welcoming Comm.
23	Offer less formal or low cost sport opportunities, that limit the amount of travel required	D, L	Welcoming Comm.
24	Consider expanding who offers sport, recreation, and wellness programs so that besides Calgary Recreation and/or LSOs, they can be delivered by immigration agencies.	D	Welcoming Comm.
25	Need to increase the focus on non-winter and non-traditional sports which are likely not easily accessible to immigrants/newcomers.	L, D	Welcoming Comm.

Appendix A Improvement Opportunities

Expanded/Enhanced Program Delivery

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
26	Provide sport activities/opportunities for immigrant grandparents who are often the child care provider for their grandchildren while they participate in their sport activities. Give the grandparents a mechanism/opportunity to participate in physical activity.	H	Welcoming Comm.
27	Seems to be a dominance of large, private organizations that offer sports. Same applies for adult social rec leagues. Can Calgary Recreation offer/organize similar programs that are more accessible outside of the large delivery organizations	L	Welcoming Comm.
28	Sports programs are too exclusive and too specialized from an early age. Need to look at programs which are more recreational and so not require the same exclusivity, cost, and commitment. Need to focus on health outcomes, not sport outcomes.	H	Health
29	Revisit food availability and options in Calgary Recreation and Partner Facilities to improve the healthiness of the food choices currently offered (hamburger and fries vs wrap and vegetables). This could also include less sedentary waiting areas (e.g., piano stairs)	H	Health Recreation
30	Increase the level of injury awareness and prevention across the sport and recreation programs provided. This could apply not only to Calgary Recreation, but also to partner facilities, and LSOs who can be influenced by the City.	H	Health
31	Identify the manner in which Calgary Recreation can support the groups who are already providing programming for diverse groups; Calgary Recreation would focus on sport and recreation support, but could engage within groups who have already engaged with the specific groups.	D	Recreation
32	Examine the creation of LGBTQ programming for youth. Currently many of the programs are for participants who are 18 or older and there is a gap for youth programming.	H	LGBTQ
33	Promote unstructured play/sport so that our participants have more opportunity and are more comfortable in "just playing"; this may initial require some "programming" that facilitates the delivery of equipment and informal instruction that helps participants engage in unstructured play. "Structured, unstructured play"	H	Individual Submission

Appendix A

Improvement Opportunities

Expanded/Enhanced Program Delivery

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
34	For a participant's first experience with sport (child or adult), either within the City's own direct delivery programming or programming delivered by LSOs, we need to determine/confirm that it is a positive experience to increase the likelihood that a participant will continue with sport. This may require measurement of each participant's experience across direct delivery and shared outcomes or agreed-upon guidelines for ensuring a positive first experience with sport.	H	Individual Submission
35	Provide support at the LSO level for sport supporting roles and functions - coaching development and training, referee training and accreditation, minor capital grants for equipment/supplies, free of charge "Learn To" session, etc.	H,D	Individual Submission

Improvement Opportunities

Improved On-Going Program Support

On-going program support suggestions related to the opportunities to simplify the access to sports and sport programs, such as improved transportation, improved/aligned subsidy applications, ease of accessibility, and review of facility booking and utilization practices.

Appendix A Improvement Opportunities

Improved On-Going Program Support

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
1	Provide subsidized transportation to sport and recreation facilities for groups/participants demonstrating the need. This may also apply to groups who want to utilize facilities during day when facility utilization is at its lowest.	H	SS-Fee Assistance
2	Provide baseline health measurements, if requested, for participants in Recreation or partner programs.	H	Active Aging
3	Create a "bench" of sport/physical activity mentors (e.g., elite athletes) to support and promote physical activity engagement and participation (for both youth and adults).	H	Sport Orgs
4	Re-visit policies/restrictions that tend to limit participation (e.g., use of sticks in gyms, caretakers presence in school facilities, etc).	L	Sport Orgs
5	Conduct a review of the geographic balance for access to sport and recreation facilities across the City to identify where there are gaps in facility access/availability. This is a catchment basis review, but for all sport and recreation facilities, and regardless of who owns them.	D	Sport Orgs
6	Calgary Recreation should provide info/transition/pathways from their "learn to" sport programs to the LSOs. The City's role in ensuring that the participant continues to participate shouldn't end with the conclusion of the "learn to" program.	L	Sport Orgs
7	Calgary Recreation needs to provide support for new or emerging sports which can help increase overall participation or participation of under-served groups.	D	Sport Orgs
8	Promote the recruitment, retention, and training of coaches and instructors. Need to have additional clarity in what the roles of Calgary Recreation and the LSOs are for this coach/instructor recruitment, training, and professional development.	L	Sport Orgs Individual Submission

Appendix A Improvement Opportunities

Improved On-Going Program Support

No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
9	Review and improve high school sport booking processes and the use of tentative bookings. This results in available sport facility time/space going unutilized because it has been booked (but no longer required). Investigate the strategy to have schools book via the public process after the school bookings have been released.	L	Education
10	Conduct a geographic analysis of after school programs to identify which programs are offered in which schools/locations and to understand which schools to open for sport and recreation activities.	L	Education
11	Subsidy forms for Calgary Recreation programming are difficult to understand, especially for non-English as a 1st language.	H	SS-Fee Assistance
12	Transportation is a significant issue in order to access sport and recreation programs. Need to help manage this either by providing easily accessible transportation to sport and recreation facilities and programs or deliver the programming locally where transportation is not an issue. Transportation is also a challenge to get kids to club sports locations/events.	H, L	SS-Fee Assistance Welcoming Comm. Health
13	Support offerings at facilities/programs are important - need to provide offerings at different times to facilitate access for all participants (adults as well as children) and need to provide multi-age programs (or child care) during programming. This way, families with multiple children can either have care for the kids not participating, or there are offerings for all ages and all the kids can participate at the same time.	H, D	SS-Fee Assistance Welcoming Comm.
14	Need to address funding/scholarship gaps for kids in trouble. Need to use sport and recreation to help engage at risk kids before they start getting into trouble.	D	Facility Ptrs
15	Re-examine the requirements of Fair Entry vis-à-vis new Calgarians - do the Fair Entry requirements introduce barriers (e.g., requires tax information which a newcomer may not yet have available. Cost is a large barrier for access and even when subsidies are available, they are often not enough and involve a lot of paperwork.	H	Welcoming Comm. Health
16	Calgary Recreation should ensure that there is an equality of infrastructure across the City and that all facilities are maintained at the same level. Perceived difference between newer vs older communities.	D	Welcoming Comm.

Appendix A

Improvement Opportunities

Improved On-Going Program Support

No.	Opportunity Description (<i>excerpts from facilitated focused discussions with stakeholders</i>)	Theme	Source
17	Staff, trainers, assistants at Calgary Recreation facilities should reflect the demographics of the communities they are in (ethnicity, religious affiliation, sexual orientation, etc.)	D	Welcoming Comm.
18	Evaluate what influence Calgary Recreation can introduce to partner agencies/program providers to accept participants who require fee assistance to participate. Recreation should look to help facilitate subsidies not only for their programs, but influence partner facilities and LSOs.	D	Recreation
19	Require mandatory diversity sensitivity training and mentorship for LSOs, leagues, and programs (including coaches, trainers, and volunteers). Although this was indicated for LGBTQ, this requirement can apply to any other historically excluded groups.	H, D	LGBTQ
20	Calgary Recreation should increase its leadership in support of LGBTQ programs. This includes support of Apollo sports leagues, zero tolerance of abusive language, eliminate gender minimums.	L	LGBTQ
21	Retrofit facilities, where applicable, that are accommodating and gender neutral, and include signs that indicated that the facility is safe and gender neutral.	D	LGBTQ
22	Expand partnership opportunities with organizations that work with specific groups (e.g., CCIS programming with Syrian youth). Investigate whether Calgary Recreation should be delivering programming to specific cultural groups; look to be more strategic in Recreation's response to requests from cultural groups.	D	Recreation

Improvement Opportunities

Review Facility / Equipment Opportunities

Although facility-related recommendations were out-of-scope for our review (they are being addressed via a separate Calgary Recreation initiative), stakeholder comments related to facilities were captured nonetheless to accurately capture and reflect all of the feedback received from the stakeholder groups.

Appendix A Improvement Opportunities

Review Facility/Equipment Requirements

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
1	Provide equipment availability, access, and storage in facilities where sport and recreation activities are performed.	H	Sport Orgs
2	Development of additional multi-sport facilities.	H, D	Sport Orgs
3	Calgary Recreation should provide guidelines for the access of City facilities via permits. There is a lack of clarity about the use and requirements for permits for City facilities, parks, and greenspaces.	L	Sport Orgs
4	Ensure public restroom facilities at green spaces and outdoor parks/athletic facilities are open to help increase the likelihood of participation.	L	Sport Orgs
5	Work with communities with appropriate community facilities to allow diverse groups to rent the facilities and provide sport/recreation services. Community facilities are not as accessible as they have been in the past.	L	Sport Orgs
6	Look to make minor modifications to existing facilities (e.g., adult jungle gyms/fitness stations at children playgrounds, basketball hoops at tennis courts, picnic tables at green spaces, etc.) to allow increased participation in sport and recreation.	L	Sport Orgs
7	Future facility design should include accessibility experts during the design phase. These experts include not only physical disability, but LGBTQ, new Calgarians, etc.	D	Sport Orgs
8	Need to create safe environments/safe spaces for LGBTQ participants. This likely requires training about what safe spaces are and how to create them and applies not only to physical facilities, but also to leagues, sports, and programming.	H	LGBTQ

Appendix A Improvement Opportunities

Review Facility/Equipment Requirements

No.	Opportunity Description <i>(excerpts from facilitated focused discussions with stakeholders)</i>	Theme	Source
9	Calgary Recreation to provide rotating equipment drop offs to local parks/facilities to facilitate "structured, unstructured" activity and participation. This could also be a fundamental skill development opportunity. But it relies on Calgary Recreation facilitating the opportunity by providing equipment and rudimentary instruction.	H, L	Welcoming Comm. Project
10	Need additional facilities. The lack of proper facilities and availability of existing facilities is a significant barrier to the delivery of sport and recreation.	H, L	Project
11	Provide equipment to local communities which can be accessed and managed by local community volunteers.	L	Individual Submission
12	Improve the ease with which high-performance athletes and coaches can access City facilities for training, and promote these high-performance athletes as aspirational role models for other participants in sport.	L	Individual Submission

Appendix B: Stakeholder Summary

This project, from its outset, focused on the priorities for discussion to support the review and development of a new policy.

The frequency of the items noted, across all the stakeholder meetings, is summarized in Appendix B and was used to identify the “needle” as is discussed starting on slide 66

Appendix B: Stakeholder Summary

Theme: Health and Wellness Outcomes

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
Multi-Votes	22	143	204	N/A	150	84	90	N/A	69	148	80	54	22	
Program Variety for Health and Wellness (H&W)														total
Offer inclusive/variety of programs; youth and adults; confidence of participants; skill development; inclusive programs for adaptive sport	●	●●●●●	●●●●●		●●●●	●●●●●	●●●		●●●●	●●●●	●●●●	●●●●	●	40
Create drop in programs; locally available; minimal equipment	●●	●●●	●●				●		●●●	●●●●		●		16
Better pathway of sports from Rec to High Performance back to Rec		●●	●●●			●●	●●				●			10
Greater focus on playing sports vs winning/high-performance			●		●●●	●				●●	●			8
Alberta Health Services programs in existing City and partner facilities	●									●	●●●●			6
Activities/programs that are "doable"	●									●●				3
Align Sport to Skill - Expectations - Self Esteem "triangle"					●		●							2
Wider age ranges participating to help avoid childcare during programming							●		●					2
Staff (City and Local Sport Organizations) training on special/specific needs													●●	2

Appendix B: Stakeholder Summary

Theme: Health and Wellness Outcomes

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
Multi-Votes	22	143	204	N/A	150	84	90	N/A	69	148	80	54	22	total
Baseline metrics of health for seniors	●													1
Communication and Promotion														
Better communication/outreach (e.g., social media); mentors		●●●●	●●			●			●●●●	●	●●●	●●	●●	19
Improve awareness that any activity increases Health and Wellness, but Health and Wellness is not equal to Sport; inclusivity/diversity training of sport providers			●●●●●●			●●●●			●●●●	●●	●●	●		19
Communication and alignment from Alberta Health Services to Sport to Calgary Recreation partners										●●●	●●●●●			8
Funding and Facilities (Note: Items were collected, but Facilities was out of scope for the review)														
Better funding and facilities		●●●●	●●●		●●	●	●●		●	●●		●●		17
Food environment in facilities										●	●			2

Appendix B: Stakeholder Summary

Theme: Health and Wellness Outcomes

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	22	143	204	N/A	150	84	90	N/A	69	148	80	54	22	
City/Calgary Recreation Leadership														total
Improved communication and coordination across sport organizations (between the City and Local Sport Organizations/Private Sector)			●			●●	●●●		●●●●	●	●●	●		14
Better transportation		●	●		●		●●●		●					7
City to provide leadership on H&W e.g., partnerships, road closures		●									●			2
Delivery Too Focused on Risk														
Fact/metric-based risk assessments						●				●	●			3

Appendix B: Stakeholder Summary

Theme: Improve Inclusion of Diverse Groups

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	20	51	130	N/A	98	46	159	N/A	80	94	84	102	83	
Improved Communication/Promotion														total
Improved connection with diverse groups; improved info content/frequency, translators, role models, "look like me", equipment, etc.	●●●●	●●●●●● ●●	●●●●		●	●●●●● ●	●		●●●●●●	●	●●●●	●●●● ●●	●●	44
Improve partnerships with schools/CAs for (local) delivery			●				●●●●		●●●	●●●●	●	●		14
Share contacts across diverse groups; identify who to contact for what		●●●●●	●●			●	●		●●		●●			13
Sport as part of the new Calgarian "welcome package" (part of other cultural packages)		●●●	●●●			●		●	●●●	●				12
Awareness of programs/access that already exist; advocates for programs						●●	●●		●●		●		●●	9
Too risk management focused, which prevents delivery			●			●●●				●				5
Non-Traditional Sport Programming and Delivery														
Focus on non-traditional/culturally significant sports that resonate; including adaptive sport		●	●●						●●●●●●	●●●●		●	●	15
Need to focus on non "sporty", less competitive participants	●●				●●		●		●●●●	●●	●●	●	●	15

Appendix B: Stakeholder Summary

Theme: Improve Inclusion of Diverse Groups

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
Multi-Votes	20	51	130	N/A	98	46	159	N/A	80	94	84	102	83	total
Quadrant-focused delivery		●●			●		●		●●				●	7
Support high-performance, non-traditional sports (e.g., field hockey)								●						1
Start separate programming with goal to integrate											●			1
Long waitlists for accessible programs; not enough accessible programs													●	1
Facility Access														
Facility modifications to improve utilization from diverse groups; "safe" facilities		●	●●			●●				●●	●	●●●	●●	13
Improved, equitable facilities across all quadrants									●					1
Increase Parks/Facility access and opportunities											●			1
Delivery Assistance														
Funding support when required; influence partners for funding		●	●			●	●	●	●●●●●	●●	●●	●●	●	17

Appendix B: Stakeholder Summary

Theme: Improve Inclusion of Diverse Groups

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	20	51	130	N/A	98	46	159	N/A	80	94	84	102	83	total
Staff training to improve awareness of cultural diversity; sensitivity training to program delivery personnel (City and Local Sport Organizations); zero tolerance of abusive language of participants directed at diverse groups			●			●			●			●●●●● ●●●●	●●●●	13
Transportation/subsidies for those who require it		●	●				●●●		●●	●			●	9
Privacy considerations when asking for information		●							●●●	●				5
Access city data on levels of participation; where are gaps (demos)		●	●						●	●	●			5
Local Sport Organizations awareness of fee subsidies from city/NFP		●	●●			●								4
Local Sport Organizations should reflect diversity of community									●			●	●●	4
Increase overall funding - equip, instructors, marketing, etc.			●●							●●				4
Challenge private companies to improve inclusion			●									●		2

Appendix B: Stakeholder Summary

Theme: Improve Inclusion of Diverse Groups

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
<i>Multi-Votes</i>	20	51	130	N/A	98	46	159	N/A	80	94	84	102	83	total
Define Municipal Objectives														
Clarity between programs (safe swim) and strategies											●●			2
Clarity of roles of Departments (Community Services, Planning and Development) and BUs (Calgary Rec, Calgary Parks)											●●			2
Conduct knowledge transfer to Sport delivery partners											●		●	2

Appendix B: Stakeholder Summary

Theme: Program Delivery at the Community Level

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
Multi-Votes	51	161	159	N/A	96	72	162	N/A	61	103	128	52	93	total
Facility Sharing														
Contact/advertise/cross promote with schools, other facilities	●●	●●●	●●	●●	●	●	●●		●●	●●●●	●●●		●	24
Increased permission to use City spaces/facilities	●●	●●	●●	●●	●●●		●●		●	●●	●●●			19
Utilize available capacity at schools (Calgary Rec has the schools' schedule)	●			●●	●	●			●●●●●	●●	●●		●	15
Create multi-sport facilities; modify existing (adult jungle gyms)		●●	●●						●●●●		●			9
Create facilities with generational/social opportunities	●								●●					3
Hub and spoke model for facility use/utilization											●			1
Facility Booking and Utilization														
Improved awareness of facility availability/permit use; utilization; permit system		●●●●	●●●	●		●				●●			●	12
Storage of sports equipment in local facilities		●							●		●			3
Set % use of time for facility use for Local Sport Organizations		●												1

Appendix B: Stakeholder Summary

Theme: Program Delivery at the Community Level

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	51	161	159	N/A	96	72	162	N/A	61	103	128	52	93	total
Review high school gym booking processes (book schools like public facilities)				●										1
Existing facilities do not meet demand; too far away									●					1
Accessibility of local facilities, with periodic accessibility audits													●	1
Improved Collaboration														
Drop-in availability at local organizations	●	●●●		●			●●●		●●●		●●			13
Cost of insurance/risk management vs sport focus		●		●	●	●●●●				●				8
Deliver Physical Literacy; long term development programs			●●●●	●		●●								7
Increase awareness - diverse languages; promotion; communication									●●	●●●			●●	7
Local Sport Organizations/Facilities offer sport or recreation, not both		●●●				●			●					5
Increased partnership with KidSport/Jumpstart		●		●						●				3

Appendix B: Stakeholder Summary

Theme: Program Delivery at the Community Level

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	51	161	159	N/A	96	72	162	N/A	61	103	128	52	93	total
Sublet facilities; easier access to community association facilities		●●	●											3
Promote, recruit, retain, and compensate competent coaches			●											1
Try to improve time challenge for volunteers/volunteer boards											●			1
City/Rec Leadership														
Improved leadership from City/Calgary Recreation - highlight model organizations., mentors, leaders; support diverse sport providers		●●	●●●	●		●			●		●●●	●●	●●	14
Need to improve transportation to facilities/programs, including HandiBus		●			●	●●	●●●		●●	●			●●●	13
Sport program delivery by quadrant		●	●●	●					●	●				6
Demographic analysis of programs (sports/After School)			●						●●	●	●			5
Joint Use Agreement review				●						●	●			3
Knowledge transfer to parents, local sport organizations so they can deliver effectively											●●●			3

Appendix B: Stakeholder Summary

Theme: Program Delivery at the Community Level

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
Multi-Votes	51	161	159	N/A	96	72	162	N/A	61	103	128	52	93	total
Utilize Master Agreements vs Individual contracts/MOUs				●										1
Create "Community - Recreation - Alberta Health Services" triad for delivery										●				1
Create central repository of adaptive info; similar to "JOOAY"													●	1
Programming														
Fee/funding support for access/membership fees, facility booking, equip	●●						●●●●		●●●	●●			●●	13
New opportunities for Physical Education programs				●										1
Eliminate gender minimums in sport; eliminate sex/gender advantage												●		1

Appendix B: Stakeholder Summary

Theme: Calgary as a Sport City

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	10	127	49	N/A	30	38	48	N/A	58	18	63	75	70	total
Broad Participation and Variety														
Opportunities/environments for a variety of sports/physical activity	●●	●●●●●●	●●●●		●	●●	●	●	●●●	●●●●	●●●●	●●	●●●	33
Value of sport/physical activity is high; high quality of life; inclusiveness		●	●●		●●●	●●●			●●●		●●	●	●●●	18
Active City vs Sport City; pro vs amateur	●	●●●	●					●		●	●	●●		10
Encourage exposure of amateur sport		●				●●●	●●						●	7
Better connected pathways - Recreation to High Performance								●●●						3
"Feel" of the City (vibrancy)								●						1
Community "Cups"/competitions									●					1
Lessen the culture of fear/decisions driven by risk management											●			1
Better management of senior attendance at events	●													1

Appendix B: Stakeholder Summary

Theme: Calgary as a Sport City

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/CNS	LGBTQ	Adaptive Sport	
Multi-Votes	10	127	49	N/A	30	38	48	N/A	58	18	63	75	70	total
Improved diversity of participation												●		1
Sport Focused on High-Performance/Excellence														
Host large, international events		●●	●●			●	●	●	●		●●		●	11
Professional teams; viewed as a competitive sport city		●	●		●	●	●	●		●	●	●		9
Go To place for sport in North America (summer and winter)		●			●		●				●●		●	6
Improved media exposure/promotion			●					●	●		●			4
Quality coaches		●										●		2
Sufficient Facilities for All Needs														
Continuum of facilities - grass roots to high performance, with appropriate accessibility		●	●				●	●●●			●	●	●●	10
World Class facilities			●		●		●	●		●	●●	●		8
Affordable facilities					●●						●		●●	5

Appendix B: Stakeholder Summary

Theme: Calgary as a Sport City

Item	Active Aging	Local Sport Orgs (I)	Local Sport Orgs (II)	CBE/ CSSB	Youth Social Services	Private Sector	Affordable Housing	Facility Partners	Welcoming Communities	AHS	Recreation/ CNS	LGBTQ	Adaptive Sport	
Multi-Votes	10	127	49	N/A	30	38	48	N/A	58	18	63	75	70	total
Accessible Sport Hub - repository for all adaptive sport; single point of entry into adaptive sport.													●●●	3
Ability to access equipment			●										●	2
Municipal Leadership														
Facilitate opportunity/alignment to deliver High Performance sport (but not directly deliver)								●						1
Create "ecosystem" of delivery partners for "sport city"								●						1
Need to clearly define the characteristics of "sport city"								●						1
Create operating agreements to facilitate delivery of the vision of a "sport city"								●						1

Appendix B: Stakeholder Summary

Six Supporting Principles

This section of Appendix B shows which specific items identified by the stakeholder groups were used to create the supporting principles as outlined beginning on slide 69.

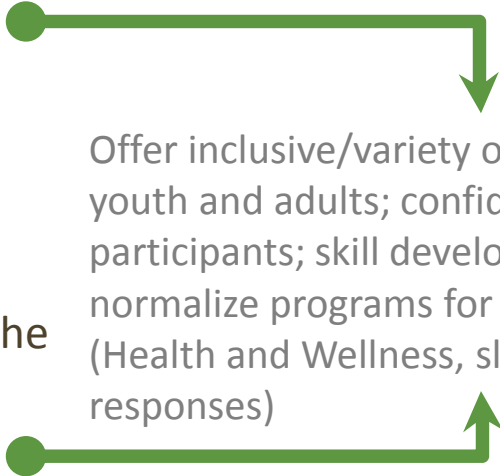
In the following illustrations, the statements on the left represent the six supporting principles, and the statements on the right are the highest frequency statements from the summaries shown above.

Appendix B: Stakeholder Summary

Six Supporting Principles - in no particular order of importance

The statements on the **left** represent one of the six supporting principles, and the statements on the **right** are the highest frequency statements from the summaries shown on slides 138 through to 145.



1. Develop physical literacy (competence, confidence, motivation, and sport skill development) as a means to lifelong participation
2. Balance the provision of programs across the LTAD lifespan, supporting the needs of adults, as well as children and youth.



Offer inclusive/variety of programs; youth and adults; confidence of participants; skill development; normalize programs for adaptive sport (Health and Wellness, slide 131, 40 responses)

Appendix B: Stakeholder Summary

Six Supporting Principles - in no particular order of importance

3. Recognize the importance and role of all sports, which encompasses a range of physical activity, competitive, and non-competitive pursuits.  Opportunities/environments for a variety of sports and physical activity (Sport City, slide 142, 33 responses)
4. Design programs, facilities, and delivery that “look like me” and reflect the diversity of all participants.  Improved connection with diverse groups – information, translators, role models. “look like me”, diverse equipment, etc.(Diversity, slide 134, 44 responses)
5. Maximize the use and utilization of City and partner operated facilities.  Contact/advertise/cross-promote with schools and other facilities (Local Programming, Slide 138, 24 responses)
6. Make Calgary a “sport city” of active and engaged Calgarians.  Opportunities/environments for a variety of sports and physical activity (Sport City, slide 142, 33 responses)

Appendix C: Municipal Benchmarking

Appendix C: Municipal Benchmarking

The following pages present additional information and details provided during interviews with similar municipalities about sport and municipal sport policies.

As a reminder, the cities selected for benchmarking are:

- Vancouver, BC
- Richmond, BC
- Edmonton, AB
- Winnipeg, MB
- Ottawa, ON
- Denver, CO
- Portland, OR

Appendix C: Municipal Benchmarking

- ❑ Vancouver Sport for Life; Vancouver Sport Strategy, approved in 2008
- ❑ Developed in response to a perceived gap in policy leading up to the 2010 Vancouver Olympics, and Recreation's limited involvement in organized sport.
- ❑ Policy defines the City's relationship with key stakeholders involved in sport who lead, volunteer and participate in sport programs, events, or facilities.
- ❑ Vancouver Sport Strategy identifies 6 strategic goals with outcomes and measurements of success.
- ❑ Track participation in City of Vancouver programs and programs offered by community association partners utilizing a recreation management application (ActiveNet).
- ❑ Also track the number of permits issues to local sport organizations that use City facilities, although participant metrics for participation within local sport organizations are difficult to measure.
- ❑ Partners welcomed the Vancouver Sport for Life policy but now are suggesting that the policy is dated and requires updating.
- ❑ Vancouver Sport Strategy recognizes inclusion and the health and wellness objectives of Physical Literacy for All and Active for Life as three of the 6 strategic goals of the Vancouver Sport Strategy.



Appendix C: Municipal Benchmarking



- ❑ Have created the Vancouver Sports Network, the official advisory committee to the City, and the executive committee has representatives from both organized and self-organized sport.
- ❑ Shared outcomes are achieved via the 6 strategic goals of the Vancouver Sport Strategy. The strategy has outcomes for the Vancouver sports community but Recreation manages the resources to implement the objectives.
- ❑ Vancouver provides direct delivery of recreation and sport introduction programs, both in City-run and Community Center facilities. City also jointly operates 22 additional community centers to provide a broad and diverse range of programs catering to the neighborhoods they service.
- ❑ Engagement of the sport community for development of the policy and sport strategy were largely successful and well-received. Challenges occur in sustainment, staffing, and resources to implement recommendations, maintain relationships with a large and diverse sports community, and satisfying the many facility related requests from local sport organizations.
- ❑ Vancouver aligns with the Sport for Life Society for best practices.
- ❑ Vancouver does not directly fund sport. Instead they are facilitators by providing access to City facilities. But does offer a Sport Hosting Grant program that helps offset event expenses.
- ❑ No formal process for guiding Board governance and diversity, but host educational sessions for Board creation

Appendix C: Municipal Benchmarking

- ❑ Does not currently have a formal sport policy in place. Richmond is intending to develop a strategy in 2016-17 to guide its Recreation and Sport Department in planning and developing programs/actions.
- ❑ Richmond does have a Sport for Life Strategy developed in 2010, intended to guide planning for five years, and has reached the end of its stated period at the end of 2015. The strategy will not be renewed and will be integrated into the new sport policy.
- ❑ Sport group buy-in and engagement allowed them to have an influence in the scoping and development of the strategy. On-going engagement continues.
- ❑ The Strategy aims to give all residents the chance to participate in sport and physical activity.
- ❑ Richmond has integrated the delivery of recreation, school physical education/athletics, and community sport. This allows all citizens to reach their potential within “physical literacy”, “enhanced sport achievement”, and “active for life”.
- ❑ No formal measures or evaluation of the sport strategy are applied. Richmond does track sport field usage and rentals.
- ❑ Both formal, organized sports and self-organized sports are considered important aspects to encourage sports participation.



Appendix C: Municipal Benchmarking

- ❑ Richmond has shared outcomes with its sport and community partners. Delivery of sport is reliant on these partners.
- ❑ Direct delivery is limited to swim lessons provided by City staff. Other sport introduction programs are offered in City facilities, but by Community Associations, who have operating agreements with the City.
- ❑ Physical literacy and lifelong participation factored heavily into the Sport for Life strategy. Richmond also commits to health and wellness via a Community Wellness Strategy which is more broadly focused on physical activity, wellness, and community connectedness.
- ❑ Moving forward, Richmond will continue to engage not only external stakeholders such as sports groups, but also the role of other departments within the City to promote sport, recreation, and wellness.
- ❑ Richmond continues to see the need for ongoing evaluation and monitoring of the strategy as well as increasing awareness of it – the strategy is only effective if groups use it to guide their actions.
- ❑ The City does not directly fund sports. Richmond provides facilities (fields, ball diamonds, arenas, courts, pools, and running tracks) to community sport groups, who then provide programming and sports leagues. Often these facilities are provided a subsidized rates.
- ❑ The Richmond Sports Council advocates for sport in Richmond.
- ❑ No formal policy for Board governance and diversity, but encourages equitable representation of Board members.



Appendix C: Municipal Benchmarking

- ❑ The City of Edmonton does not have an approved municipal policy. The Active Recreation and Sport Strategy is currently under development.
- ❑ The City of Edmonton provides direct delivery of swimming, offered at various Recreation facilities.
- ❑ The City of Edmonton primarily support sports by providing facility access and support (ranging from fields, to gymnasiums, to pools).
- ❑ A City User Committee helps oversee the fair usage of City facilities, but the sports groups manage the use by their recreational and higher performance participants.
- ❑ Sports groups are beginning to present Canada Sport for Life's Long Term Athlete Development framework to help negotiate additional access to the City's facilities.
- ❑ Edmonton is seeing the emergence of niche activities/facilities (e.g., yoga studios, social recreation clubs) and international sport and entertainment events (e.g., Red Bull Crashed Ice).
- ❑ The City of Edmonton reviews its rec center/camps programming to reflect the diversity of needs and demands relative to sport, health and wellness, and active living.
- ❑ Edmonton Recreation recognizes that the connections between sport, active living and active recreation need to be recognized at the policy/directive/strategy level.

Appendix C: Municipal Benchmarking

- ❑ Edmonton Recreation recommends that the connections between sport, active living and active recreation need to be recognized at the policy/directive/strategy level, and reflect that there are many sectors and jurisdictions who provide these sport and active living services.
- ❑ Sport and Recreation is not solely the responsibility of municipal government, but municipal government should help galvanize the community across active living, active recreation, and sport and across all the sectors and jurisdictions that provide services.
- ❑ The City of Edmonton does not directly fund sports, but a number of grants exist which support amateur sport participation, travel, events, operations, and capital projects.
- ❑ Offer organizational capacity building and support for the Boards of their stakeholder organizations.



Appendix C: Municipal Benchmarking



- ❑ As of November 2012, Winnipeg has a formal municipal sport policy: “Winnipeg Community Sport Policy”, which replaced a policy established in 1983 which no longer reflected sport and recreation methodologies or partnerships.
- ❑ The new policy is intended to provide a basis for the planning, development, and delivery of sport and recreation programs that will result in Winnipeg being recognized as an active for life community, where all Winnipeggers participate in physical activity through recreation and sport for health, wellness, and enjoyment.
- ❑ Winnipeg’s policy strives to provide diverse and sustainable sport and recreational options from structured to unstructured, recreational to competitive, guided by the Canada Sport for Life framework.
- ❑ The city is investigating how to collect registration/participation data in a universal database, where the biggest challenge is how individual organizations record their registrations.
- ❑ The City is trying to develop a common language based on the Canada Sport for Life framework, and to support partners in communication to their participants. They also feed that “sport” is sometimes are barrier for groups who do not see themselves as part of sport (e.g., health benefits, early childhood education).
- ❑ Winnipeg has formalized the founding partners of the policy into a coordinating entity to help achieve “buy in” among stakeholders.

Appendix C: Municipal Benchmarking



- ❑ Winnipeg have three key objectives of their Sport Policy and related Action Plan:
 - *Recognition of the benefits of physical activity and physical literacy, supported by public and private organizations across sectors.*
 - *Winnipeg has a coordinated, accessible, effective, and efficient sport deliver system using the LTAD model.*
 - *Accessible pathways exist for all people to participate, grow, and develop at an appropriate pace according to their stage of development.*
- ❑ It was critical for The City of Winnipeg to establish and engage partnerships at the outset and lay out the evaluation framework for the policy as it's being developed, utilizing community engagement practices that were/are already in place.
- ❑ The City does not directly fund their sport partners. Instead, they depend on funding for specific program and service initiatives from existing operational budgets, from in-kind support from partners and funding from philanthropic organizations. For 2017, Recreation is requesting staffing and operational funding for policy implementation from the City of Winnipeg's budget.
- ❑ At the municipal working level, actively recruit specific people/groups to reflect community diversity.

Municipal Benchmarking

- ❑ Ottawa has a draft Municipal Sport Strategy, but does not have a formal sport policy or strategy. The draft Strategy is intended to establish operating principles and strategic recommendations to develop and implement sport programming in Ottawa for the next 15 years.
- ❑ The objectives of the proposed Municipal Sport Strategy are to:
 - *Develop guidelines with a “sports for all” service delivery framework, ensuring consistency with the Canadian Sport Policy, Canada Sport for Life, LTAD, and True Sport values.*
 - *Define the City’s service level and support for sport both directly and indirectly.*
 - *Define the relationship between partners and stakeholders (levels of government, educational institutions, community partners, City)*
 - *Define Parks, Recreation and Cultural Services roles within a service delivery model that is accessible and inclusive to priority sectors and the needs of those sectors.*
 - *Define the economic links and funding opportunities related to sport tourism, event management, and infrastructure development.*
 - *Link program service implementation requirements to meet the needs of neighborhoods.*



Appendix C: Municipal Benchmarking

- ❑ The City of Ottawa does not have a sport specific funding program, but there are some funding programs that sport and other community-based organizations can apply to.
- ❑ These funding programs fall into three categories – Minor Capital Partnership Funding, Major Capital Partnership Funding, and Renewable Community Funding.
- ❑ To support stakeholder Board diversity, the city utilizes an equity and inclusion lens, applicable to its sport partners.



Appendix C: Municipal Benchmarking

- ❑ Denver Parks and Recreation has implemented its own set of policies, procedures, and standards in accordance with the City Charter. The Parks and Recreation department also belongs to the National Alliance for Youth Sports. The policy has been in place since 2009, and was last reviewed in 2016.
- ❑ Policy was developed due to a lack of departmental policies, procedures and standards in order to provide accountability for the programs and amenities offered by the City. The strategy also distinguished between core program areas from center operations.
- ❑ The City has seen improvements measured by pre- and post-seasonal meetings, staff evaluations, surveys, and significantly increased program area accountability. Participation levels are tracked via a Point-of-Sale system and ActiveNet, where sales receipts and attendance rosters can be reported for every activity offered by Denver Parks and Recreation.
- ❑ Policy has allowed the consolidation of scheduling and ordering instead of partners needing to work with each unique facility for program scheduling.
- ❑ Shared Outcomes are achieved with partnerships with various entities (Mayor's Office of Children's Affairs, Denver Public Schools, Denver Public Libraries, the Regional Transportation District, Revolution Foods) to provide free 1-year access to Denver's sports facilities for kids between 5 and 18. And Revolution Foods offers a nutritional snack and meal program.



DENVER
THE MILE HIGH CITY

Appendix C: Municipal Benchmarking

- ❑ Denver Parks and Recreation has identified several key best practices, including distinguishing between programming and operations, centralizing information so it's readily accessible, create a website (based on point-of-sale or scheduling applications) where partners can review all relevant information they require (schedules, updates, rules/regulations, FAQs, etc.).
- ❑ The "core program area" model looks to identify the best representative candidates to manage the City's programs.



DENVER
THE MILE HIGH CITY

Appendix C: Municipal Benchmarking



- ❑ The City of Portland does not have a formal municipal sport policy. The mission of Portland Parks and Recreation is to help Portlanders play – providing safe places, facilities, and programs which promote physical, mental, and social activity.
- ❑ Portland has a focus on getting all citizens, but especially kids, to be outside, active, and connected with their communities.
- ❑ By doing so, The City of Portland strives to increase the wellness of residents and the livability of the City.
- ❑ Allocation of fields in Portland are managed by season and by sport so that each sport has a primary season (based on historical use data) where they have priority for facility reservation. The general public is permitted on an field for recreation unless it is reserved for a sport organization.
- ❑ Portland Parks and Recreation focuses mostly on unstructured sport and leaves competitive sports to private sport organizations and entities, although stakeholder engagement and education is important for new policy development.
- ❑ Portland has seen an increase in demand for sports fields as its population has grown and non-traditional sports have emerged and grown. In response, Portland has added 9 synthetic playing surfaces with lights to accommodate all weather use.
- ❑ Promote and encourage Board diversity of its stakeholders, but there is no formal policy or practice in place.