



Policy Title: Calgary Civic Sport Policy

Policy Number: CSPS002

Report Number: CPS2005-74

Approved by: City Council

Effective Date: 2005 November 11th

Business Unit: Calgary Recreation

BACKGROUND

In the fall of 2003 the Calgary Sport Council (CSC), corresponded with Mayor David Bronconnier, acknowledging that Calgary's rapid growth had implications for the sport community. The Sport Council requested that The City of Calgary initiate the development of a Municipal Sport Policy.

In identifying the „sports deficit“, the Calgary Sport Council outlined “the growing awareness in the sport community that we are falling behind other jurisdictions in our ability to provide choice in our facilities and quality in our programming” (10.10.03 CSC).

The need for a more comprehensive review was addressed on January 26, 2004, when City Council (APA2004-04d) approved the development of a Civic Sport Policy, directing Administration through Calgary Recreation "to initiate the development of a Municipal Sport Policy in conjunction with key stakeholders in the sport community, including the Calgary Sport Council." Steering Committee representatives and the process utilized for the review is outlined in Appendix 1.

The development of the Civic Sport Policy and a review of current issues, opportunities and a gap analysis identified eight key areas of emphasis for advancing sport objectives in our community. These include:

- Leadership
- Accessibility
- Infrastructure
- Event Bidding & Hosting
- Stakeholder Roles
- Promotion & Branding
- Recognition of Athletes, Coaches & Volunteers
- Grants & Funding

These key areas are addressed in this policy.

In addition, it was also identified that Calgary needed an independent sport body to represent sport in the city. The Calgary Sport Council has been identified as the appropriate sport body in the city. As well, to lead the bidding and hosting component of sport, the Calgary Sport Tourism Authority has been identified as



the authority to provide expertise in bidding to host major events. The roles and responsibilities of the CSC and the CSTA are outlined in Appendix 2.

PURPOSE

The policy was developed with the support of the sport community and will provide The City of Calgary with a framework to set a clear direction for the future of sport in Calgary. It reflects the significant social and economic impact of sport to the community and to the quality of life of Calgarians. Further, this will enable the Calgary Recreation Business Unit to be a single window in to Administration on sport issues; acting as the liaison and operational complement to the proposed sport bodies. The new structure will also improve focus and accountability for City sport related roles.

Policy Vision

The vision of The City of Calgary with respect to sport is to provide a dynamic sport environment that enables all Calgarians to experience and enjoy involvement in sport to the extent of their abilities and interests. (Adapted from the Canadian Sport Policy.)

The development of the Policy reflects The City of Calgary's Corporate Vision: "Working together to create and sustain a vibrant, healthy, safe and caring community".

The Civic Sport Policy will:

- Enrich the quality of life for Calgarians by ensuring a wide range of participant, spectator, and volunteer opportunities in the city.
- Stimulate economic development, tourism, civic recognition and exposure through attracting, supporting and promoting amateur sporting games and events.
- Encourage investment in the maintenance and development of sport facility infrastructure, engage volunteers and build strategic partnerships to ensure sustainable and accessible opportunities for Calgarians.
- Establish Calgary as a leader in the sport development industry. This will enhance Calgary's profile and enable it to host major events and fully develop sport as an integral part of Calgary's culture.



Policy Mandate

The Civic Sport Policy will set direction for the future by utilizing the knowledge and expertise of stakeholders to guide the development of sport in the city. It will enable The City of Calgary and its partners to work collaboratively toward a common vision of sport in Calgary.

POLICY

The City of Calgary also acknowledges the important role and contribution that amateur and professional sport plays in terms of community and economic development, and on the health and well being of all Calgarians. Accordingly The City of Calgary will:

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. Enable an independent sport body, the Calgary Sport Council, to represent the interest, goals, and objectives of amateur sport to City Council and Administration;
3. Enable an independent sport authority, the Calgary Sport Tourism Authority, to compete with other jurisdictions in the bidding and hosting of, national and international sporting events;
4. 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;
5. Implement a multi-year funding strategy to provide sustainable, consistent and predictable funds for sport infrastructure, programs, and initiatives;
6. Profile and market Calgary as a proactive sport community in its marketing materials;
7. Support community-based programs and initiatives that will promote and facilitate accessibility of sport for all Calgarians;
8. Recognize the sport contribution of outstanding athletes, coaches, teams, and other individuals to the city in an annual formal event;



PROCEDURE

The following outlines the procedures for The City to implement and administer the policy. Appendix 2 outlines the respective roles, responsibilities and implementation plans for each of the Calgary Sport Council and the Calgary Sport Tourism Authority.

1. Align City of Calgary strategic plans with “The Canadian Sport Policy”.
2. Create a memorandum of understanding with the Calgary Sport Council that acknowledges and identifies the roles and responsibilities of The City of Calgary and the CSC to:
 - a. Be positioned to act as the independent and representative body for amateur sport
 - b. Be a membership-driven unified voice for amateur sport in Calgary;
 - c. Be the principle stakeholder with respect to promoting and representing sport priorities to City Council;
 - d. Partner with the Calgary Recreation Business Unit with respect to supporting sport by providing expertise on community development, sport infrastructure, and partnership opportunities;
 - e. Partner with the Calgary Sport Tourism Authority with respect to identifying sport event hosting opportunities and for providing support for hosted events.
3. Create a memorandum of understanding with the Calgary Sport Tourism Authority that includes provisions for the Authority to:
 - a. Develop a sport bidding and hosting plan;
 - b. Develop a decision-making framework that will provide a proactive and strategic approach to sport event tourism in Calgary;
 - c. Coordinate with the Federal and Provincial Hosting and Bidding Strategy;
 - d. Provide a framework for developing and aligning stakeholders, and encouraging private and public sector partnerships to support sport bidding and hosting;
 - e. Make recommendations to Council with respect to determining the City of Calgary’s involvement in the bidding to host national and international sport events.
4. Develop an action plan with the Calgary Sport Council to identify strategies to complement “The Canadian Sport Policy” including creating appropriate partnerships that will enable the prioritization of sport programs and initiatives;
5. Align municipal sport infrastructure programs and initiatives with the community through consultation and collaboration.



6. Include, where applicable, statements identifying Calgary's sport culture and uniqueness in all business unit promotional and marketing materials;
7. As Fair Calgary policy is developed, and upon approval of Council, ensure this inclusion and accessibility framework is incorporated in The City of Calgary's sports delivery.
8. Develop, market, and promote an annual recognition event to recognize and celebrate sport's contribution to the City of Calgary.

Appendices

1. Calgary Civic Sport Policy – Steering Committee and Process
2. Calgary Civic Sport Policy – Roles and Responsibilities

AMENDMENTS

New Policy

Effective 2016 February 01 Recreation became Calgary Recreation.



CIVIC SPORT POLICY

APPENDIX 1: STEERING COMMITTEE AND PROCESS

A Sport Steering Committee was established in February 2004 representing City Administration, Council and key stakeholders in the amateur and professional sport Community. Membership of this committee includes:

- Alderman Ward Five Ray Jones
- Calgary Olympic Development Association (**Chair**) Russell Reimer
- Alberta Sport, Calgary Recreation, Calgary Parks & Wildlife Foundation
Dennis Allen
- Calgary Chamber of Commerce Jocelyn Burgener Interim
- Calgary Chamber of Commerce Debbie Elicksen
- Calgary Flames Rollie Cyr
- Calgary Sport Council Scott Hayes*
- Calgary Sport Council Daryl Leinweber
- Calgary Sport Council Craig Burrows-Johnson
- Canadian Sport Centre Dale Henwood
- Tourism Calgary Marco De Iaco (Past Chair)
- The City of Calgary Kurt Hanson
- The City of Calgary Ray Peltier
- The City of Calgary Mike Gavan* Interim
- The City of Calgary Brian Noble* Interim
- The City of Calgary Nick Parkinson* Interim
- The City of Calgary Rob Pritchard* Interim

Over the course of the review individual membership changed, however the representative organizations remained constant.

The Steering Committee initiated an engagement process, which included a survey response from 165 agencies, to communicate with and receive maximum input from Calgary's sport community, and outlined a research agenda to identify and resolve key issues related to non-quantifiable cost and benefits, and to determine best practices. Each member of the Sport Policy Steering Committee was accountable to respective parent sports organizations and was elected to a position of authority in accordance with the rules and procedures of their specific organization. City representatives on the Sport Policy Steering Committee have been accountable to City Administration and Council for their participation.



The following work was completed over the past 18 months to ensure appropriate engagement occurred:

- Establishment of a Charter using the “SMART” planning process.
- Development of a Vision, Mission and Principles.
- Completed literature and best practice reviews on sport policies throughout the world.
- Completed an Economic Significance of Amateur Sports Study within Calgary conducted by Dr. Tim Berrett of Caminata Consulting.
- Completed a Socio-Cultural Significance of Sport Study conducted by Dr. Douglas Brown of the University of Calgary.

The policy was developed with the support of the sport community and will provide the City of Calgary with a framework to set a clear direction for the future of sport in Calgary. It reflects the significant role sport plays in the community and to the quality of life of Calgarians.

During its investigation and engagement, The Steering Committee arrived at two significant conclusions:

- 1) That an effective and integrated sport delivery system for Calgary be developed which is aligned with the vision, goals and objectives of the Canadian Sport Policy; includes strategies for enhancing sport participation to improve Calgarians' quality of life; provides for a sustainable sport infrastructure; and, fairly distributes the economic benefits that are created from participation in sports.
- 2) That as part of Calgary's new sport delivery system, a long-term sustainability of Calgary sport infrastructure and human resources necessitated a strategy for enhancing Calgary's Sport Event Hosting and Bidding process.



APPENDIX 2: ROLES AND RESPONSIBILITIES FOR IMPLEMENTING THE CIVIC SPORT POLICY

A. Calgary Sport Council

The Calgary Sport Council (CSC) will serve the role of being a representative authority and voice for amateur sport in the city. The CSC will work collaboratively with Calgary Recreation to make recommendations with respect to sport requirements and priorities in Calgary, and assist The City in identifying strategies for implementing “The Canadian Sport Policy”. An additional role for the CSC would be to network with and develop partnerships with the private sector to encourage the development of sport in Calgary. For the City, the Sport Council would speak with a unified voice on sport issues and opportunities to assist Council and Administration in defining sport development priorities.

To achieve this role, the Calgary Sport Council would have three supporting functions:

Represent all Community Sport Organizations

To promote amateur sport priorities by:

- Formally representing Calgary’s amateur sport community
- Making recommendations and provide community focus with respect to sport infrastructure, program sustainability, and other sport-related issues

Leadership

To be the acknowledged leader through the inclusive membership of all amateur sport organizations in Calgary with respect to:

- Promoting the sustainability of sport and alignment with “The Canadian Sport Policy”
- Recommending actions that The City may take to enhance sport infrastructure development
- Communicating to all stakeholders the importance of sustaining amateur sport in the community
- Identifying issues and work collaboratively to address the specific needs of the Sport Community in Calgary



Research

To identify and prioritize current and emerging issues that may impact the development, growth and sustainability of sport participation in Calgary.

B. Calgary Sport Tourism Authority

The Calgary Sport Tourism Authority's (CSTA) role will be to provide advice and strategic direction in the proactive process of attaining major sport events for the city of Calgary. Based on event selection criteria, developed by the authority, members will work together to evaluate and recommend sport event opportunities that bring significant benefits across a broad range of municipal priorities. The authority will act honestly and in good faith with a view to the best interests of the sport event tourism sector and that of the City of Calgary. The CSTA's role will be to:

- Develop a strategic plan for bidding to host national and international sport events;
- Develop a decision-making framework that will provide a proactive and strategic approach to sport event tourism in Calgary;
- Make recommendations to Council with respect to determining the City of Calgary's involvement in the hosting of national and international sport events;
- Provide a framework for developing and aligning stakeholders, and encouraging private and public sector partnerships to support sport bidding and hosting;
- Coordinate with the Federal and Provincial Hosting and Bidding Policy;

The CSTA will align objectives and coordinate partnerships with the following community stakeholders:

- City of Calgary
- Tourism Calgary
- Calgary Economic Development
- Calgary Sport Council
- Sport: Organizations / Associations / Event Champions

C. The City of Calgary – Community and Protective Services, Calgary Recreation

The Calgary Recreation Business Unit will serve as a single window into the Administration on sport issues, and will act as a liaison and an



operational complement to the two proposed sport bodies: Calgary Sport Council (CSC) and Calgary Sport Tourism Authority (CSTA). This new structure will provide improved focus and accountability for City sport related roles and responsibilities. Calgary Recreation will align with the Calgary Civic Sport Policy to coordinate a sustainable sport delivery system as well as create an enhanced accountability structure for sport.

Calgary Recreation will establish:

- that The City of Calgary's organizational structure provides clear responsibility and accountability for all City of Calgary sport-related operations and policies.
- that The City of Calgary's sport-related operations compliment and support the work of the arm's-length sport authorities (CSC, CSTA)

Calgary Recreation will be responsible for the following:

1. Access to City-owned facilities
 - To facilitate fair and equitable access of individuals and sport groups to City of Calgary facilities, infrastructure, and land.
2. Coordinate City services and resources
 - To work with Business Units, the Calgary Sport Council, the Calgary Sport Tourism Authority to facilitate the integration of sport into other corporate strategies.
 - To work with Business Units to coordinate City of Calgary sport initiatives.
 - To develop consistent and appropriate systems with Business Units to respond to needs identified by the CSC and CSTA.
 - To facilitate access to City services that impact sport activities on City-owned land.
 - Establish broad-based understanding of City policies and ease access to administrative process.
3. Policy Development and Implementation
 - To administer all aspects of the Calgary Civic Sport Policy.
 - To lead and/or assist other Business Units, which may include Calgary Parks, Community Neighbourhoods and Corporate Properties, with policy implementation and review including the development of operating procedures when required.
 - To develop and implement civic policy in response to needs identified by Business Units or the CSC and/or CSTA.



- Long range planning for community sport and recreational infrastructure.