



Sport for Life Policy Management Framework

From Policy to Action

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



LAND ACKNOWLEDGEMENT

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

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

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

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

The phonetic pronunciations are as follows:

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



OVERVIEW

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

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

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

THE CITY'S ROLE

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

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

The vision

CALGARY AS A SPORT CITY

What does this look like?

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

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

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

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

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

Our mission

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

Our mandate

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

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

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

WHAT'S DRIVING US

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

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

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

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

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



³ Canadian Sport Policy, Sport Canada (2012)

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

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

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

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



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

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

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

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

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

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

HOW WE'LL WORK

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

Principles

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

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

Values

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

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

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

AREAS OF FOCUS

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

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

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



Our Commitments to Calgarians

- Designing and Delivering Sport Programs and Initiatives
- Building Infrastructure
- Allocating Amenity Use
- Supporting Sport Events

ACCOUNTABILITY STRATEGY

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

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

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

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



• Engagement

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

• Research

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

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

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

• Reporting

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

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

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

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

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

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



GOVERNANCE

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

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

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

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

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

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

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

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

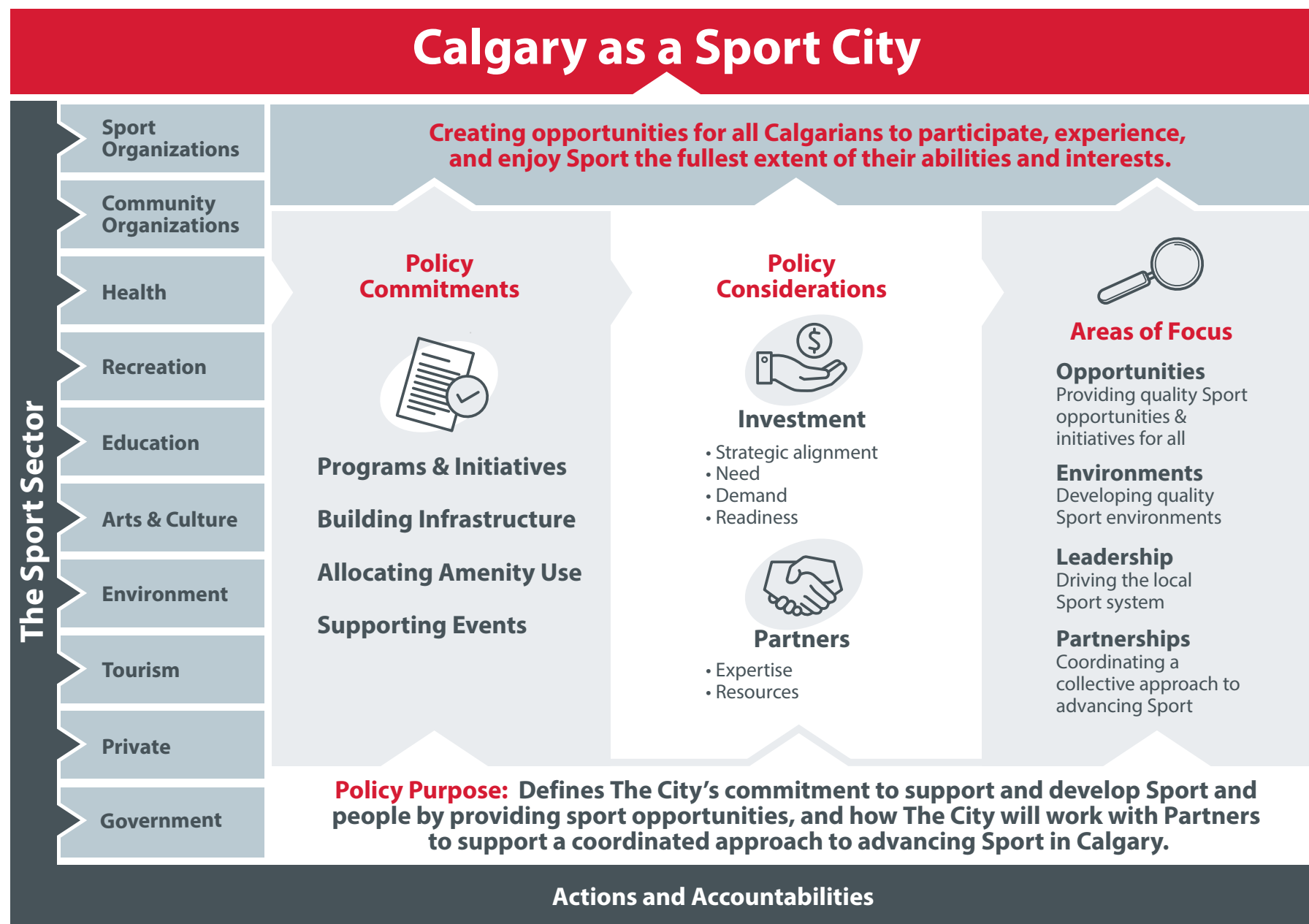
HOW WE'LL KNOW IF THE NEEDLE IS MOVING

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

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

THE 'CALGARY AS A SPORT CITY' MODEL

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



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