



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

May 2, 2018, 9:30 AM

IN THE COUNCIL CHAMBER

Members

Councillor D. Colley-Urquhart, Chair

Councillor G-C. Carra, Vice-Chair

Councillor G. Chahal

Councillor S. Chu

Councillor J. Farkas

Councillor R. Jones

Councillor E. Woolley

Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2018 April 11
5. CONSENT AGENDA
 - 5.1 Cannabis Legalization – Consumption at Festivals and Events (Deferral Request), CPS2018-0515
6. POSTPONED REPORTS
(including related/supplemental reports)
(None)
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Gender Equity and Diversity Scoping Report, CPS2018-0362
 - 7.2 Calgary Sport Tourism Authority Update, CPS2018-0546

7.3 Proposed Sport for Life Policy, CPS2018-0358

7.4 Cultural Plan Integrated Policy Framework, CPS2018-0253

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
(None)

8.2 NOTICE(S) OF MOTION
(None)

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
(None)

10.2 URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**April 11, 2018, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor D. Colley-Urquhart, Chair
Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor R. Jones

ALSO PRESENT: General Manager K. Hanson
Acting City Clerk L. McDougall
Legislative Assistant J. Lord Charest

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the Meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

No opening remarks were provided at today's Meeting.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Jones

That the Agenda for the 2018 April 11 Regular Meeting of the SPC on Community and Protective Services be confirmed.

MOTION CARRIED

4. **CONFIRMATION OF MINUTES**

4.1 Minutes of the 2018 April 03 Regular Meeting of the SPC on Community and Protective Services

Moved by Councillor Jones

That the Minutes of the SPC on Community and Protective Services, held on 2018 April 03, be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Farkas

That Committee approved the Recommendation contained in the following Report:

- 5.1 Revision of the 2018 May 14 Civic Partners Meeting start time from 9:30 a.m. to 8:30 a.m., VR2018-0023

That with respect to Verbal Report VR2018-0023, the following be approved:

That pursuant to Section 17(2) of Procedure Bylaw 35M2017, the SPC on Community and Protective Services approve the revision of the 2018 May 14 Civic Partners Meeting start time from 9:30 a.m. to 8:30 a.m.

MOTION CARRIED

6. POSTPONED REPORTS

(None)

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Abbeydale-Applewood Park Train Whistle Cessation, CPS2018-0364

Moved by Councillor Jones

That with respect to Report CPS2018-0364, the following be approved:

That the SPC on Community and Protective Services recommend that Council:

1. Approve the cessation of train whistling at the rail crossing location known as *Mile 121.30 of the CN Three Hills subdivision* (Attachment 1); and
2. Direct Administration to provide notification of the above Council direction to Canadian National Railway, the headquarters of Transport Canada Rail Safety Directorate, and other relevant stakeholders as required.

MOTION CARRIED

- 7.2 Livery Industry Improvements – Update on Bylaw 42M2016, CPS2018-0378

The following documents were distributed with respect to Report CPS2018-0378:

- A PowerPoint presentation entitled "Livery Industry Improvements", dated 2018 April 11;
- R. Davis's speaking notes; and
- A document entitled "Livery Driver Fee Comparison - Livery Transport Bylaw 6M2007 (2018 Rates)".

Introduction

Councillor Chu introduced a group of Grade 4 students from Collingwood School, in Ward 4, participating in the Campus Calgary Library School with the Calgary Public Library, along with their teacher.

SPEAKERS

1. Kurt Enders
2. Jeff Garland
3. Len Bellingham
4. Syed Hussain
5. Rena Davis

Councillor Carra assumed the Chair at 10:25 a.m.

Moved by Councillor Chahal

That Attachment 1 of Report CPS2018-0378 be amended on page 3 of 7, Section 16, by deleting the amount "\$100" following the words "a fee of up to" and substituting with the amount "\$250".

MOTION CARRIED

Moved by Councillor Chahal

Amendment

That the Recommendations contained in Report CPS2018-0378 be amended by adding a new Recommendation 2, as follows, and by renumbering the remaining Recommendations accordingly:

2. Direct Administration to prepare an amendment to the proposed Bylaw, to amend the Livery transport Bylaw, to be brought to the 2018 April 23 Regular Meeting of Council, which would reduce the 2018 charge for the Livery Vehicle Registration Certificate from \$141 to \$0.

MOTION CARRIED

Moved by Councillor Chahal

Amendment

That Council direct Administration to prepare amendments to the proposed bylaw to:

1. increase the Transportation Network Driver Licence fee for 2018 from \$229 to \$265; and
2. amend the minimum fee provision in Schedule B (section 4 of Combined Transportation Network Company/ Transportation Network Driver Licence Fee) to reflect the increase noted in Recommendation 2(b).

MOTION CARRIED

Moved by Councillor Chu

Amendment to the Amendment

That Councillor Chahal's Amendment be further amended by directing Administration to bring an early estimation of revenue impacts that the amendment to the proposed Bylaw (Attachment 1) would trigger to the 2018 April 23 Regular Meeting of Council.

MOTION CARRIED

Moved by Councillor Carra

That with respect to Report CPS2018-0378, the following be approved, **as amended and after amendment:**

That the SPC on Community and Protective Services recommends that Council:

1. Receive this Report and Attachments for information;
2. **Direct Administration to prepare amendments to the proposed Bylaw to amend the Livery Transport Bylaw 6M2007, to be brought to the 2018 April 23 Regular Meeting of Council, to:**
 1. **reduce the 2018 fee for the Livery Vehicle Registration Certificate from \$141 to \$0;**
 2. **increase the Transportation Network Driver Licence fee for 2018 from \$229 to \$265; and**
 3. **amend the minimum fee provision in Schedule B (section 4 of Combined Transportation Network Company/ Transportation Network Driver Licence Fee) to reflect the increase noted in Recommendation 2(b).**

And further, that Administration bring an early estimation of revenue impacts triggered by Recommendation 2(a) and (b) noted above.

3. **Give first reading to the proposed Bylaw to amend the Livery Transport Bylaw 6M2007 (Attachment 1);**

4. Amend the proposed Bylaw to amend the Livery Transport Bylaw (Attachment 1), as follows:

- **Page 3 of 7, Section 16, by deleting the amount “\$100” following the words “a fee of up to” and substituting with the amount “\$250”.**

5. Give second and third reading to the proposed Bylaw to amend the Livery Bylaw 6M2007 (Attachment 1), as amended; and

6. Direct Administration to undertake a full review of the fee structure in the Livery Transport Bylaw 6M2007 and report back to Council through the SPC on Community & Protective Services no later than 2019 Q2.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

(None)

8.2 NOTICE(S) OF MOTION

(None)

9. URGENT BUSINESS

(None)

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

(None)

10.2 URGENT BUSINESS

(None)

11. ADJOURNMENT

Moved by Councillor Jones

That this meeting adjourn at 11:50 a.m.

MOTION CARRIED

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2018 APRIL 23
REGULAR MEETING OF COUNCIL:

CONSENT

Abbeydale-Applewood Park Train Whistle Cessation, CPS2018-0364

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

Livery Industry Improvements - Update on Bylaw 42M2016, CPS2018-0378

The next Regular Meeting of the SPC on Community and Protective Services been
scheduled for 2018 May 02.

CONFIRMED BY COMMITTEE ON 2018

CHAIR

ACTING CITY CLERK

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0515
Page 1 of 2**

Cannabis Legalization – Consumption at Festivals and Events (Deferral Request)

EXECUTIVE SUMMARY

This report requests a deferral to no later than 2018 June to provide additional time for Administration to continue discussions with the Alberta Cannabis Secretariat (ACS), the Alberta Gaming and Liquor Commission (AGLC), and Alberta Health Services (AHS) to address cannabis consumption at festivals and events. Bringing forward a report in 2018 June will also align with a related Motion Arising directing Administration to explore amendments permitting smoking and vaping in specific designated cannabis areas.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council defer Administration's report on cannabis consumption at festivals and events to no later than 2018 June.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 April 05, Council moved to delete Section 4 of the Cannabis Consumption Bylaw 24M2018 related to Events, directing Administration to conduct further consultation with the Government of Alberta and return to Council, through the SPC on Community and Protective Services, no later than 2018 May. Additionally, Council adopted a motion arising, directing Administration to explore amendments permitting smoking and vaping in specific designated cannabis areas, returning directly to council no later than 2018 June.

BACKGROUND

The Cannabis Consumption Bylaw 24M2018 was given three readings on 2018 April 05, however, a section which provided an exemption from the public ban on consumption for festivals and events was removed from the bylaw and Council directed Administration to further consult with the provincial government regarding the exemption prior to returning to the SPC on Community and Protective Services in 2018 May.

In addition to the direction to return to Council through the SPC on Community and Protective Services in 2018 May, Administration was directed through a Motion Arising to explore amendments permitting specific designated cannabis areas, returning directly to Council no later than 2018 June.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration has been engaging with the provincial government regularly through the cannabis legalization project. At Council's direction, Administration has initiated further conversations with provincial government representatives regarding cannabis consumption at festivals and events. This has included meetings with representatives from the ACS, the AGLC, and AHS. Internal conversations are also ongoing, particularly with the Interdepartmental Events Team, to determine the impact to City departments allowing for cannabis consumption at festivals and events. As of the time of writing this report, Administration has not yet concluded consultations with our provincial counterparts regarding cannabis consumption at festivals and events.

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0515
Page 2 of 2**

Cannabis Legalization - Consumption at Festivals and Events (Deferral Request)

In addition to the need for more time to engage with the provincial government, a deferral to 2018 June would align this report with Council's Motion Arising to explore amendments permitting smoking and vaping in specific designated cannabis areas. As these reports are closely related, the deferral would allow Council the opportunity to have a more fulsome discussion about public consumption locations in general, and specifically at festivals and events.

Stakeholder Engagement, Research and Communication

Administration has continued to meet with provincial government representatives regarding cannabis consumption at festivals and events. This has included meetings with representatives from the ACS, the AGLC, and AHS.

Strategic Alignment

The recommendations in this report align with the previously established City of Calgary advocacy positions on cannabis legalization, primarily:

"Engagement and role clarity

Continue to engage municipalities throughout the legalization process to ensure clear delineation of roles and expectations between federal, provincial and municipal governments."

Social, Environmental, Economic (External)

No impact has been identified with respect to this deferral.

Financial Capacity

There are no impacts to current and future budgets with respect to this deferral

Risk Assessment

The federal government has signalled that recreational cannabis will not be legal in Canada until at least eight to 12 weeks after 2018 June 07. As such, there are no risks associated with this request to defer.

REASON(S) FOR RECOMMENDATION(S):

This report requests a deferral to permit Administration additional time to work with the provincial government to address concerns regarding cannabis consumption at festivals and events.

ATTACHMENT(S)

None

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0362
Page 1 of 8**

Gender Equity and Diversity Scoping Report

EXECUTIVE SUMMARY

The Gender Equity and Diversity Notice of Motion (NM2017-19) directs Administration to develop a scoping report on The City's approach to gender equity and diversity, identifying current initiatives and areas for improvement.

As with governments across the country, The City of Calgary is increasingly recognizing the importance of advancing gender equity and diversity as it continually strives to build an inclusive workplace and deliver effective services. However, more needs to be done to realize equal opportunities and outcomes for all. Existing gender inequalities in Calgary are highlighted by Calgary's low ranking in the Canadian Centre for Policy Alternatives' report '*The Best and Worst Places to Be a Woman in Canada in 2017*' and are further described in this report.

There is a wealth of evidence that demonstrates how advancing gender equity and diversity contributes to economic growth, organizational performance and the delivery of effective services (Attachment 1). Administration also examined current and emerging practices used to advance gender equity and diversity at The City and in other municipalities. This analysis focused on three main areas:

1. the community;
2. City Boards, Commissions and Committees (BCCs) and Council; and
3. The City's workforce.

Based on its scoping work, Administration recommends the development of a strategy focused on advancing gender equity and diversity. This is to be informed by a baseline assessment of key indicators and a review of relevant policies. To ensure a holistic and integrated approach to social wellbeing across population groups, Administration also recommends that Council approve the Social Wellbeing Principles (Attachment 2) and direct the development of a Council Policy on Social Wellbeing. The proposed development of a social wellbeing advisory committee would support implementation of the principles and policy, while complementing the work of existing advisory committees. The intent of these recommendations is to contribute to the realization of Citizen Priorities and The City's Quality of Life Results.

ADMINISTRATION RECOMMENDATIONS:

That the Standing Policy Committee (SPC) on Community and Protective Services (CPS) recommend that Council:

1. Direct Administration to develop a strategy to advance gender equity and diversity and report back to Council through the SPC on CPS no later than Q2 2019;
2. Direct Administration to complete a gender equity and diversity baseline assessment with respect to: community; City Boards, Committees, Commissions and Council; and The City's workforce, to inform the development of the strategy;
3. Direct Administration to establish an Advisory Committee on social wellbeing and report back to Council through the SPC on CPS with Terms of Reference no later than July 2018, with positions to be filled at the October 2018 Organizational Meeting of Council; and
4. Approve the Social Wellbeing Principles and direct Administration to develop a social wellbeing Policy and return to Council through the SPC on CPS no later than Q1 2019.

Gender Equity and Diversity Scoping Report

PREVIOUS COUNCIL DIRECTION / POLICY

In 2017 July, Council approved the Gender Equity and Diversity Notice of Motion (NM2017-19), which directed Administration to undertake a scoping report in consultation with key stakeholders in three specific areas:

- Advancing the profile and awareness of gender equity and diversity, including current measures, within the community;
- Advancing the profile and awareness of gender equity and diversity, including current measures, for City Boards, Commissions, Committees and Council;
- Advancing the profile and awareness of gender equity and diversity, including current measures being taken within The City's workforce;

And report back to the Standing Policy Committee of Community and Protective Services on the merits of reflecting similar models in Calgary's context no later than Q2 2018.

BACKGROUND

To scope this work, Administration analysed current data, relevant City initiatives and efforts by other governments while consulting with a range of internal and external stakeholders. Administration also analysed existing research related to gender equity and diversity in community, on City BCCs and Council and in The City's workforce. This was done to better understand the current state as well as gaps and opportunities.

The review of current data makes it clear that while Calgary is recognized as a highly liveable city and a prosperous and diverse city, inequalities persist. A snapshot of some available data is included as Attachment 3. The gendered dimensions of inequalities is emphasized by Calgary's low ranking in the Canadian Centre for Policy Alternatives' report *'The Best and Worst Places to Be a Woman in Canada in 2017'*. Current data highlights how simultaneous and overlapping identity factors such as gender, race and immigration status shape diverse experiences, with varying degrees of marginalization and privilege. Such an 'intersectional' approach supports greater understanding of how every person has multiple identify factors that intersect to make us who we are. A brief summary of intersectionality is provided in Attachment 4.

Calgary Community Context

As shown in Attachment 3, women in Calgary have lower incomes than men, earning 77 cents for every dollar men earn for full time employment.¹ Women's under-representation in management occupations is one of many factors that contribute to this wage gap. Only 36 per cent of all management positions and 23 percent of senior management positions in Calgary are held by women. This, despite the fact that men and women have similar levels of education. In addition, women of diverse backgrounds, such as those who are recent immigrants, Indigenous or who are lone parents, are more likely to live on a low income.²

Local data on the income and employment outcomes for gender diverse populations are lacking, however available data indicates concerning disparities. For instance, transgender people in Ontario are overrepresented in the low-income population despite higher levels of

¹ Source: Statistics Canada. 2016 Census. Statistics Canada Catalogue no. 98-400-X2016273

² Source: Statistics Canada. 2016 Census. Statistics Canada Catalogue no. 98-400-X2016173, 98-400-X2016124, 98-400-X2016211

Gender Equity and Diversity Scoping Report

education,³ and across Canada, transgender youth are significantly more likely to experience homelessness compared to the general population.⁴

Women and gender diverse people are also more likely to be impacted by violence and abuse. Crime Data from Statistics Canada shows that intimate partner violence accounts for one in every four violent crimes reported to police, with the vast majority of the victims being women (80 per cent).⁵ An Ontario-based study of transgender people found that 20 per cent had experienced physical or sexual assault due to their identity.⁶ Such trends are also evident in how gender can shape people's experiences of public space differently. Based on results from The City of Calgary Citizen Satisfaction Survey, women are more likely than men to report feeling unsafe walking alone at night.⁷

City Boards, Commissions, Committees and Council Context

Women currently represent 21 per cent (3/14) of City councillors, which is similar to the average of 24 per cent, over the past five councils. Of Calgary's 36 mayors, all have been men.

There is currently no formal mechanism to collect voluntary demographic data regarding representation on BCCs. However, based on informal demographic information collected by the City Clerk, in 2016 42.5 per cent of BCC applicants were women. This is a five per cent increase from the five-year average.

The City of Calgary Workforce Context

Female representation in The City's core workforce was 31 per cent in 2017, compared to 30 per cent five years ago. Women currently represent 31 per cent of the Administrative Leadership Team, the most senior group of administrative officials in the organization, and 32 per cent of the Senior Management Team.

The City collects information on The City's workforce, including demographic data as well as employee perceptions of their work environment, through the annual Corporate Employee Survey (CES). The overall response rate to the CES in 2017 was 53 per cent. Survey results showed that female and male respondents have similar perceptions of their work environments. However, employees who identified as "other gender" generally perceived their work environments as less positive than the other gender groups. Members of this group were consistently less likely to agree with statements such as 'my opinions are valued' and 'I am satisfied with my development and/or training opportunities'.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The equality gaps presented above are the result of many factors and, as described by the Government of Canada, taking action to address them is not just the right thing to do, it is the

³ Source: Bauer, G., Nussbaum, N., Travers, R., Munro, L., Pyne, J., & Redman, N. (2011). We've Got Work to Do: Workplace Discrimination and Employment Challenges for Trans People in Ontario (Trans PULSE E-Bulletin Volume 2, Issue 1)(p.3). Ontario: Trans PULSE.

⁴ Source: Gaetz, A. *et al.* (2013). The state of homelessness in Canada 2013.

⁵ Source: Sinha, M. 2013. "Family violence in Canada: A statistical profile, 2011." Juristat Article. Statistics Canada Catalogue no. 85-002-X.

⁶ Source: Bauer, G.R. and Schiem, A. I. (2015) 'Transgender People in Ontario, Canada: Statistics from the Trans PULSE Project to Inform Human Rights Policy'

⁷ 2016 City of Calgary Citizen Satisfaction Survey

Approval(s): Hanson, Kurt concurs with this report. Author: Kent, Alison and Cote, Karla

Gender Equity and Diversity Scoping Report

smart thing to do.⁸ To realize the outcome of equality, specific equity-focused approaches and actions are required to remove barriers and address diverse needs.

While supporting safety, dignity and opportunity for all Calgarians, greater equity and diversity also generates significant gains across society and organizations. A wealth of research demonstrates the 'business case' and imperative for advancing gender equity and diversity, including: economic growth and resiliency; superior organizational performance and decision-making; and effective service delivery (Attachment 1). Ultimately, each of these drivers contributes to improved social wellbeing for all.

Based on an environmental scan of related actions by governments, including municipal governments, across Canada, it is clear there is a growing recognition of the benefits of advancing gender equity and diversity in their organizations and in community (Attachment 1).

The City of Calgary currently has a number of important initiatives that support equity and diversity, including the Diversity and Inclusion Strategy for The City's workforce as well as population specific initiatives related to seniors, Indigenous community members and people with a disability. However, dedicated efforts to directly address gender considerations are still needed. At the same time, there is an opportunity to embed such efforts in a holistic, intersectional approach to social wellbeing that addresses diverse needs across diverse populations.

Based on preliminary data and research, current practices in other jurisdictions as well as current initiatives at The City, internal and external consultation and the intent of the Notice of Motion, Administration recommends the following approach to advance gender equity and diversity:

- Gender Equity and Diversity Strategy: Development of a comprehensive strategy to advance gender equity and diversity, grounded in a robust measurement framework and implementation plan. The strategy would include specific initiatives and processes to advance equity for diverse groups of women, men and gender-diverse people in community, on BCCs and Council, and in The City's workforce

As the literature consistently highlights, advancing gender equity and diversity within organizations requires a dedicated, organization-wide strategy, with a clear leadership commitment and accompanying measurement frameworks. Such an approach enables movement beyond discrete activities to systems-level change in terms of shifts in culture, policies and practices.

The development of this proposed strategy will be led by Administration and informed by:

- A baseline assessment, comprised of baseline data and a baseline policy review (outlined below);
- A GBA+ pilot;⁹
- Contributions from existing Council advisory committees as well as the proposed committee on social wellbeing;
- Community consultation; and
- Internal consultation, including with the Diversity and Inclusion Committee.

⁸ Federal Budget 2018

⁹ GBA+ is an analytical tool developed by Status of Women Canada that uses an intersectional approach to help assess the potential impacts – positive or negative – of initiatives on diverse groups of women, men and gender-diverse people. It aims to enhance the responsiveness, effectiveness and quality of government initiatives.

Approval(s): Hanson, Kurt concurs with this report. Author: Kent, Alison and Cote, Karla

Gender Equity and Diversity Scoping Report

Administration would report back to the SPC on CPS with the proposed strategy by Q2 2019.

As part of ongoing efforts to develop and advance this strategy, Administration will participate in relevant provincial and federal gender equity and diversity-related initiatives, including the Federation of Canadian Municipalities' national project 'Getting to Parity: Towards a Municipal Sector Strategy'.

- Completion of a Baseline Assessment: A baseline assessment, which includes the establishment of baseline data and a policy review, is critical to informing the development of a comprehensive gender equity and diversity strategy that reflects the unique context of Calgary and the role of The City.

Baseline Data

As evidenced in the literature, measurement is foundational to the development of successful strategies that “turn the curve” on complex social issues. There are gaps in current gender equity and diversity-related baseline data, necessitating the development and roll-out of data collection tools.

The City currently lacks formal demographic data on applicants and appointees to City BCCs. This is an example where Administration is in a position to make improvements and will accordingly launch a voluntary demographic survey directed to citizen BCC applicants and appointees. This will make it possible to identify current applicant and appointee diversity, better determine where barriers exist and develop specific tactics to advance more equitable representation. Similar surveys are also planned with respect to Council candidates and elected officials. For Civic Partners, diversity-related questions are included in the current annual reporting and audit processes, which provide Administration with insight into current board composition and diversity practices.

Opportunities to address gaps in comprehensive workforce demographic data, as well as qualitative information related to employee experiences of equality and barriers to it in the workplace, will also be advanced.

The establishment of comprehensive baseline data, comprised of quantitative and qualitative indicators, can in turn form the foundation of the proposed strategy's measurement framework.

Policy Review

A second aspect of the baseline assessment will include an in-depth review of select City policies and processes from a gender perspective. Such a review will enable Administration to better understand and strengthen City mechanisms through which the organization can advance gender equity and diversity and inform the proposed strategy. The policy review process will be supported through engagement with external and internal experts, with a focus on the following areas:

- Workforce – a gender analysis of key inclusion initiatives, reflective of industry leading practices
- BCCs – a gender analysis of relevant BCC governance documents
- Community – the GBA+ pilot to enhance understanding of how The City can plan and deliver services in community in more equitable ways

Gender Equity and Diversity Scoping Report

- Establish an Advisory Committee focused on Social Wellbeing: Administration has identified gaps in how diverse populations are represented through BCCs and informal advisory groups. Approval of the proposed Social Wellbeing Community Advisory Committee will provide a mechanism for Administration and Council to seek guidance on how to advance the Social Wellbeing Principles throughout The City while leveraging diverse voices and perspectives. One of the main objectives is to operationalize The City's use of an intersectional approach in the development and delivery of its services. Upon Council approval, Administration will further review best practices in other jurisdictions and develop terms of reference for the proposed Committee.
- Approval of the Social Wellbeing Principles and Direction to Develop a Council Policy: The proposed Social Wellbeing Principles (Attachment 2) and subsequent policy will support a holistic and intersectional approach to social wellbeing at The City of Calgary. The Principles are intended to be applied on a long-term basis, required to achieve The City's Quality of Life Results. They will also provide a foundation for decision-making on how to deliver effective and efficient City services that respond to the needs of diverse Calgarians. A principled approach provides consistent direction in differing circumstances or services while meeting the needs of diverse groups of Calgarians. The new policy would act as an umbrella to support and further integrate existing strategies, allowing Administration to better close gaps in its approach while responding to emerging community needs.

Stakeholder Engagement, Research and Communication

The recommendations were developed through the following:

- Review of relevant City policies and strategies;
- Review of current data on gender from a variety of sources including the Citizen Satisfaction Survey, the Corporate Employee Satisfaction Survey, and Statistics Canada surveys.
- Review of current practices of other Canadian municipalities and orders of government;
- Research on the benefits of gender equity and diversity and best practices;
- Initial engagement with and feedback from leading organizations and experts from the community and academia; and
- Internal consultations including through an advisory group with representatives from Calgary Neighbourhoods, Human Resources and City Clerks, which made significant contributions to the proposed recommendations.

As part of these scoping efforts, learning exchanges were organized with colleagues from The City of Edmonton, Status of Women Alberta and Status of Women Canada.

Strategic Alignment

Approving the report recommendations aligns with the following priorities, strategies and results:

- Council Priorities: a prosperous city; a city of inspiring neighbourhoods; a healthy and green city, and; a well-run city.
- A variety of imagineCALGARY targets, including those related to the makeup of elected and appointed bodies reflecting the diversity of the community, public systems supporting the advancement of First Nations, Metis and Inuit people, and public institutions introducing policies and processes to address discrimination, for example.

Gender Equity and Diversity Scoping Report

- Quality of Life Results: Calgary is an inclusive city; Calgary is a city of safe and vibrant neighbourhoods; Calgary is a healthy and equitable city.

Social, Environmental, Economic (External)

Approval of the recommendations supports The City to deliver effective and efficient services. Ultimately, by advancing equity along with improved understanding of the needs of and representation from diverse communities allows for improved performance and better decision-making. This approach leads to City services that directly and indirectly foster improvements to the social, environmental and economic wellbeing of Calgarians.

Financial Capacity

Current and Future Operating Budget:

There are no current operating budget impacts from the recommendations contained in the report. Funding from the Council Innovation Fund may be sought to support components of the baseline assessment. Strategy implementation may require future operating budget and any such considerations would be brought forward for approval with the strategy.

Current and Future Capital Budget:

There is no anticipated impact on current capital budgets from undertaking the proposed recommendations.

Risk Assessment

By not advancing the recommendations, The City may face the following risks:

- Work environment does not promote employee health and wellbeing.
 - Approval of the recommendations supports The City to maintain or improve a healthy, respectful and inclusive work environment for all, mitigate the risk of human rights complaints and maintain its reputation as a top employer. Mitigating actions also include continued implementation of the Code of Conduct and associated policies as well as the Diversity and Inclusion Strategy and related trainings;
- The organization fails to fully leverage diverse talents and assets of Calgarians.
 - Approval of the recommendations support The City to advance more equitable and diverse gender representation in its workforce and in leadership positions, including BCCs, which strengthens organizational performance through high quality decision-making.
- Service concerns or failure to meet customer expectations.
 - Approval of the recommendations supports The City to advance its understanding of diverse needs, its ability to address related barriers and ultimately deliver effective and efficient services that contribute to equitable outcomes for all Calgarians. Mitigating actions also include continued implementation of existing community strategies and services;
- Diminishing public confidence and trust.
 - Approval of the recommendations supports The City to be seen as a leader in the community that is representative of and inclusive to the population it serves.

Gender Equity and Diversity Scoping Report

By advancing the recommendations, The City may face the following risks:

- Perceptions of unequal or biased treatment by groups that have historically experienced higher degrees of privilege.
 - Mitigation efforts can include awareness-raising and training efforts for key stakeholders, including staff and volunteers.
- Perceptions that a holistic approach obscures specific needs.
 - Mitigation efforts can include clear supports to implement social wellbeing principles and use of an intersectional approach focused on understanding and addressing diverse needs, while continuing to advance targeted initiatives to address population-specific and/or emerging social issues, as relevant.
- Committee recruitment challenges and overextension of volunteers
 - Mitigation efforts related to recruitment can include leveraging of existing partnerships and diverse networks in community. To ensure clear expectations related to volunteer roles and time commitments, close consultation with other municipalities with similar committee structures as well as with existing City Advisory Committees will be undertaken as Terms of Reference are developed.

REASON(S) FOR RECOMMENDATION(S):

Approval of the recommendations contributes to the realization of Citizen Priorities and The City's Quality of Life Results. The development of a dedicated strategy, informed by a baseline assessment, will advance gender equity and diversity considerations in community; for City BCCs and Council; and within The City's workforce. The Social Wellbeing Principles will guide The City to holistically advance considerations related to the diverse experiences and needs of Calgarians. The Social Wellbeing Advisory Committee will support this approach while leveraging a variety of perspectives to advance integrated policy development and service planning. Together, these efforts will support the effective and efficient delivery of services. Ultimately, the recommendations help Calgary to be a great place to make a living, a great place to make a life (for all).

ATTACHMENT(S)

1. Attachment 1 – Environmental Scan: Gender Equity and Diversity
2. Attachment 2 – Guiding Principles to Achieve Social Wellbeing
3. Attachment 3 – Gender Snapshot: Calgary 2018
4. Attachment 4 – An Introduction to Intersectionality

Environmental Scan: Gender Equity and Diversity

1.1. The Gender Equity and Diversity Imperative

As outlined by The World Bank, there is a wealth of research that demonstrates how equity increases overall efficiency, wellbeing and the quality of decision-making. Equity, which leads to the outcome of equality, benefits everyone. Below is a brief summary of relevant research.

- **Economic Growth and Resiliency**

In Canada, women in the workforce have been one of the most powerful sources of economic growth in recent decades. Increasing rates of women's participation in the workforce over the past 40 years, for instance, have accounted for approximately a third of Canada's real GDP per capita growth.¹ Looking forward, it is estimated that \$21.3 billion could be added to Alberta's GDP by 2026, if greater efforts were made to harness the power of women in the economy.²

The link between greater equity and resilience is also being increasingly recognized, including by municipalities like the City of Boston, which has developed a Resilience Strategy premised on racial equity.³ In Calgary, our own Preliminary Resilience Assessment highlights the important role more inclusive leadership and decision-making plays in building a resilient city. Based on extensive research in countries across the globe, the World Bank argues that, "as societies become more equal and every individual's productive capacity is valued and engaged, economies become more resilient."⁴

- **Organizational Performance and Quality Decision-Making**

As demonstrated by a growing body of research, equity and diversity in the workplace drives results at all levels of an organization. Amongst thousands of surveyed companies, for instance, those in the top quartile for gender, ethnic and racial diversity in management were more likely to have financial returns above their industry mean.⁵ Other studies have found that firms with more gender or racial diversity had more sales revenue, more customers and greater profits.⁶ Companies with greater diversity on boards have also been found to consistently outperform organizations with limited diversity on their boards across performance metrics, including higher net income growth.⁷

¹ The Government of Canada. Budget 2018.

² Devillard, S. *et al.* (2017). The Power of Parity: Advancing Women's Equality in Canada. McKinsey Global Institute.

³ Resilient Boston: An Equitable and Connected City

⁴ The World Bank (2016). Women, Business and the Law.

⁵ Hunt, V. *et al.* (2018). Delivering Through Diversity. McKinsey & Company.

⁶ For example, a 2016 analysis by the Peterson Institute for International Economics of more than 20,000 firms in 91 countries found that companies with more female executives were more profitable.

⁷ Credit Suisse (2012). Gender Diversity and Corporate Performance.

Research has also demonstrated that workplace diversity (in terms of gender, culture, racial and other diversity) has positive impacts on team performance. As noted in the Harvard Business Review, “nonhomogeneous teams are simply smarter”. Various studies on the impacts of diversity on teams have found that diverse teams tend to push members to challenge assumptions while being associated with better decision-making and more innovative outcomes.⁸

In addition, research demonstrates that diverse and inclusive workplaces are more attractive to potential talent and better at keeping current employees committed. Metrics like employee engagement are often stronger on gender-balanced teams compared to unbalanced teams, for instance, and LGBT-inclusive workplaces elicit higher levels of employee commitment compared to workplaces that have a negative attitude toward LGBT employees.⁹

- **Efficient and Effective Services**

By understanding and reflecting the diversity of the communities it serves, The City of Calgary is better positioned to make impactful policy decisions that benefit all Calgarians. As noted in the research, the public service must understand and represent the people it is there to serve, to deliver credible, high-quality public services.¹⁰

As noted by the Government of Canada, a conscious effort to understand how decisions affect different people differently enables the more equitable and efficient allocation of government resources.¹¹ Understanding and responding to diverse needs from the outset positions organizations like The City to avoid the additional resources and time required to reduce or remove barriers at a later point, while ensuring responsive services that meet the needs of Calgarians. As decisions within government are made with a more fulsome understanding of and responsiveness to differential needs and impacts, services also increase in effectiveness – that is, they are more responsive to citizen needs and expectations while having a greater impact on quality of life.

⁸ Rock, G. *et al.* (2016). Diverse Teams Feel Less Comfortable - and That's Why They Perform Better. *Harvard Business Review*.

⁹ Anand, R. (2017). Gender-Balanced Teams linked to Better Business Performance: A Sodexo Study. Sodexo. Hewlett, S.A. and K. Yoshino (2016). LGBT-Inclusive Companies Are Better at 3 Big Things. *Harvard Business Review*.

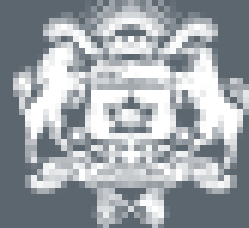
¹⁰ Global Government Forum (2017). The Women Leaders Index 2016-17.

¹¹ The Government of Canada. Budget 2018.

1.2. Examples of Government-Led Gender Equity and Diversity-Related Initiatives

	Vancouver	Edmonton	Ottawa	Toronto
Key Initiative or Focus Area	Women's Equity Strategy 2018-2028	Women's Initiative Edmonton	Equity & Inclusion	Equity, Diversity & Inclusion
Examples of current or proposed activities related to gender equity and diversity	<p>GBA+</p> <p>Women's safety - including public awareness campaign and membership in the 'UN Safe Cities' initiative</p> <p>Childcare - including support for new childcare spaces and child-friendly provisions at Council and Public Hearings</p> <p>Workforce – including measurement of workforce composition, commitment for 50% of new hires for senior management roles to be women, de-biasing recruitment processes etc.</p> <p>Revisions to Civic Assets Naming Guidelines</p>	<p>GBA+</p> <p>Development of gender equity scorecards for community and workforce</p> <p>Workforce - Women@TheCity initiative includes research, networking and mentoring programs etc.</p> <p>Outreach & engagement on women's issues in Edmonton</p> <p>Supporting women's participation and visibility in the municipal election</p> <p>Parental leave for councillors, creating more family friendly hours for Council</p>	<p>Establishment of a special liaison for women's issues and a Women's Bureau (<i>under development</i>)</p> <p>Application of 'Equity and Inclusion Lens' to program planning, service delivery and City budget consultation process</p> <p>Development of a self-identification survey for employees</p> <p>Diversity and inclusion considerations integrated into departmental strategic/workforce plans</p>	<p>GBA+ (<i>under consideration</i>)</p> <p>Application of 'Equity Lens' to planning, budgeting, implementation and evaluation of programs and services</p> <p>Workforce Policies - including Accommodation Guidelines for Gender Identity & Gender Expression, Pregnancy & Breastfeeding, Family Status</p> <p>Social Procurement Policy – including support for gender parity on corporate boards and requirement that procurement sources provide information on the gender diversity of their boards</p>
Intersectional lens	Yes	Yes	Yes	Yes
Gender-responsive budgeting	<i>Under development</i>	<i>Under consideration</i>	-	<i>Under consideration</i>

Committees of Council	Women's Committee	Women's Advocacy Voice Edmonton	-	-
	LGBTQ2+ Advisory Committee			
	Trans, Gender Diverse and Two-Spirit Inclusion Advisory Committee			
City Board Policies and Goals	<p>Review of appointment policy</p> <p>Goal of gender parity in appointments to advisory committees</p>	-	<p>Review of recruitment and appointment practices (<i>under development</i>)</p> <p>Goal of gender parity by next term.</p>	<p>Annual reporting on gender composition of board appointments</p> <p>Goal of gender parity in appointments by 2020</p>
Examples of Provincial and Federal Initiatives				
The Government of Canada & The Government of Alberta		<ul style="list-style-type: none"> • Status of Women Ministries' focus areas include ending violence against women, promoting women in leadership, advancing women's economic security/addressing gender wage gap, amongst others. • Adoption of GBA+ analytical tool across the organization, including through reporting processes, and use of gender-based budgeting. • Gender parity in Cabinet appointments. • Workforce initiatives include efforts to increase representation of women and diverse groups in senior/executive roles, family friendly workplace policies and collection of demographic data for employees. • Commitment to increasing gender equity and diverse representation on public and corporate boards, including through proposed legislation (federal), taking into account gender balance as part of decision-making in board appointments, active recruitment of qualified women and collection of demographic data of applicants and appointees. 		



Guiding Principles to Achieve Social Wellbeing

The City will:

Strive to provide **EQUITABLE** services. This includes removing barriers to **ACCESS** and **INCLUSION**.

Advance the active and shared process of **TRUTH** and **RECONCILIATION** in collaboration with the community.

Seek opportunities to support and grow **CULTURE** in Calgary.

Aim to stop problems before they begin using a **PREVENTION** approach.

What we need to do:



Think: Our principles are our foundation.



Plan: Our principles are integrated into our business planning.



Do: Our principles are operationalized in our work.



Evaluate: Our principles inform how we measure the impact and effectiveness of our work

What do we mean:

Equitable: providing tailored treatment according to respective needs and social conditions. It requires recognition that different barriers (often systemic) exist for diverse individuals or groups.

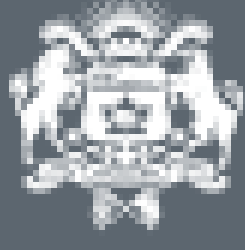
Access: ensuring the ability to participate by removing barriers- social, financial, geographic and physical.

Inclusion: creating environments in which any individual or group is respected and valued so people feel they belong.

Truth and Reconciliation: acknowledging what has happened in the past, addressing the impact of colonial policies, and then following through with action.

Culture: defining the unique identity of a community or social group.

Prevention: reducing risk factors and increasing protective factors.



Gender Snapshot: Calgary 2018

Half of Calgarians are women



Women and men have similar
levels of education

1/3 of each have a university
degree

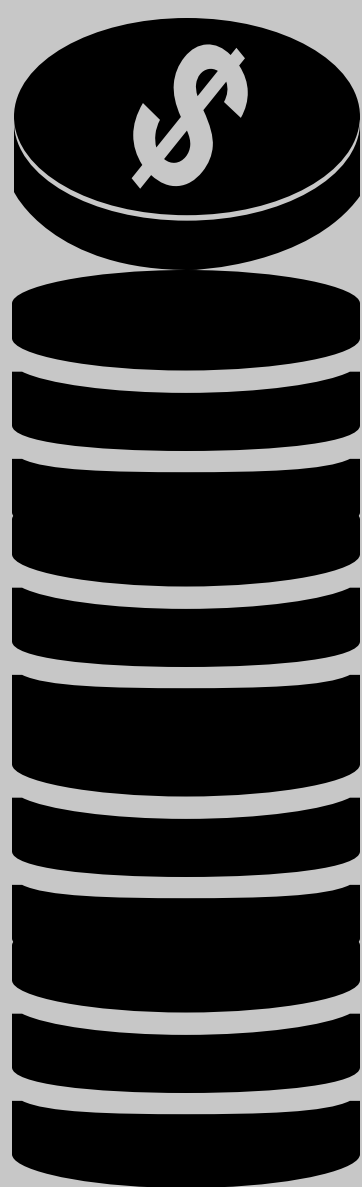


Yet...

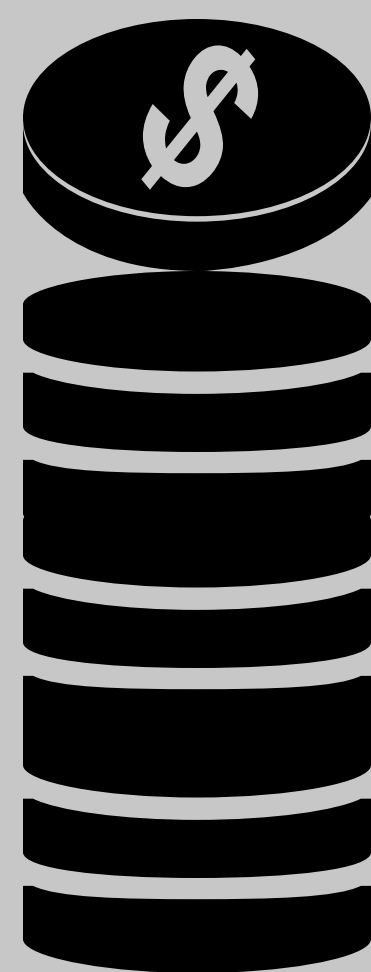
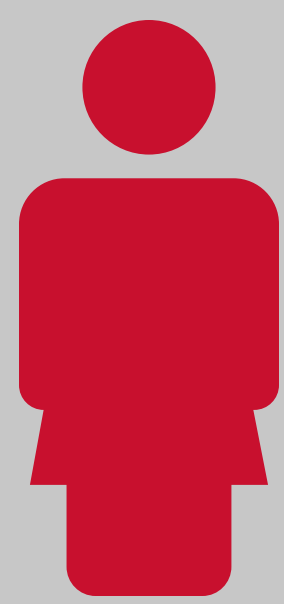
Women earn 77 cents to every
dollar men earn in Calgary

Employment Income in Calgary

All Men



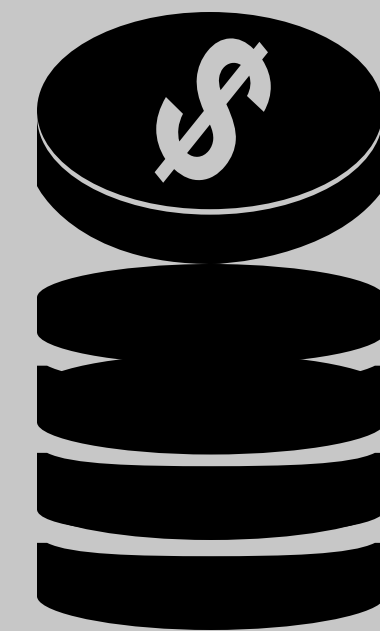
All Women



Immigrant
Women



Recent
Immigrant
Women*



Median
Employment
Income

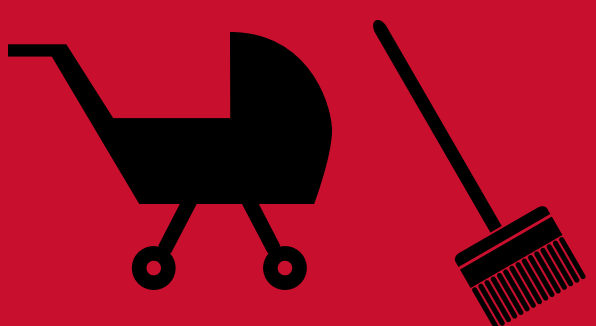
\$74,517

\$57,725

\$49,330

\$38,272

* Recent immigrants are those that arrived in Canada between 2011 and 2014.



Canadian women spend 50% more time on unpaid work than men.
Unpaid work includes: chores, household shopping and caring for children or adult family members.



Gender Snapshot: Calgary 2018

Low Income

In Calgary, women of various diverse backgrounds are more likely to live in low income (LICO-BT)

First Nations women **28%**



Persons in women-headed lone-parent families **23%**



Visible Minority Women **15%**



All women **11%**



A person is identified as living in low income if their income falls below the low income cut-offs before-tax (LICO-BT).



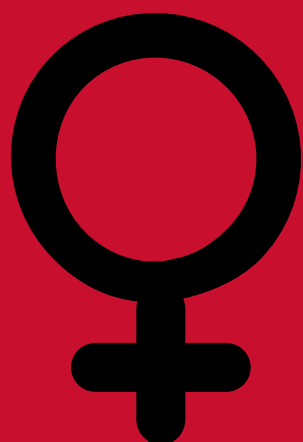
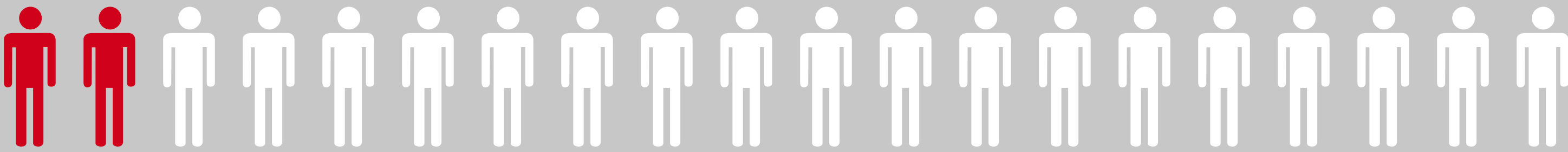
Safety



25% of women in Calgary feel unsafe walking home at night.



10% of men in Calgary feel unsafe walking home at night.



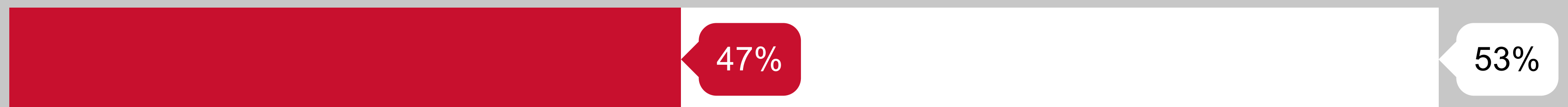
80% of the victims of intimate partner violence in Canada are women



Gender Snapshot: Calgary Workforce 2018

Women in the Workforce

Calgary
Workforce



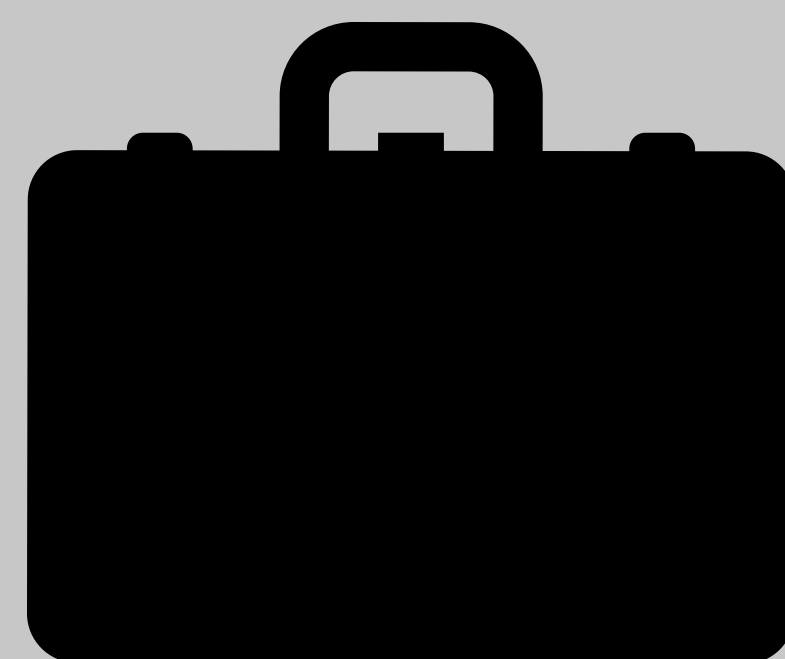
The City of
Calgary
Workforce



 Women  Men

Women in Senior Management

23%



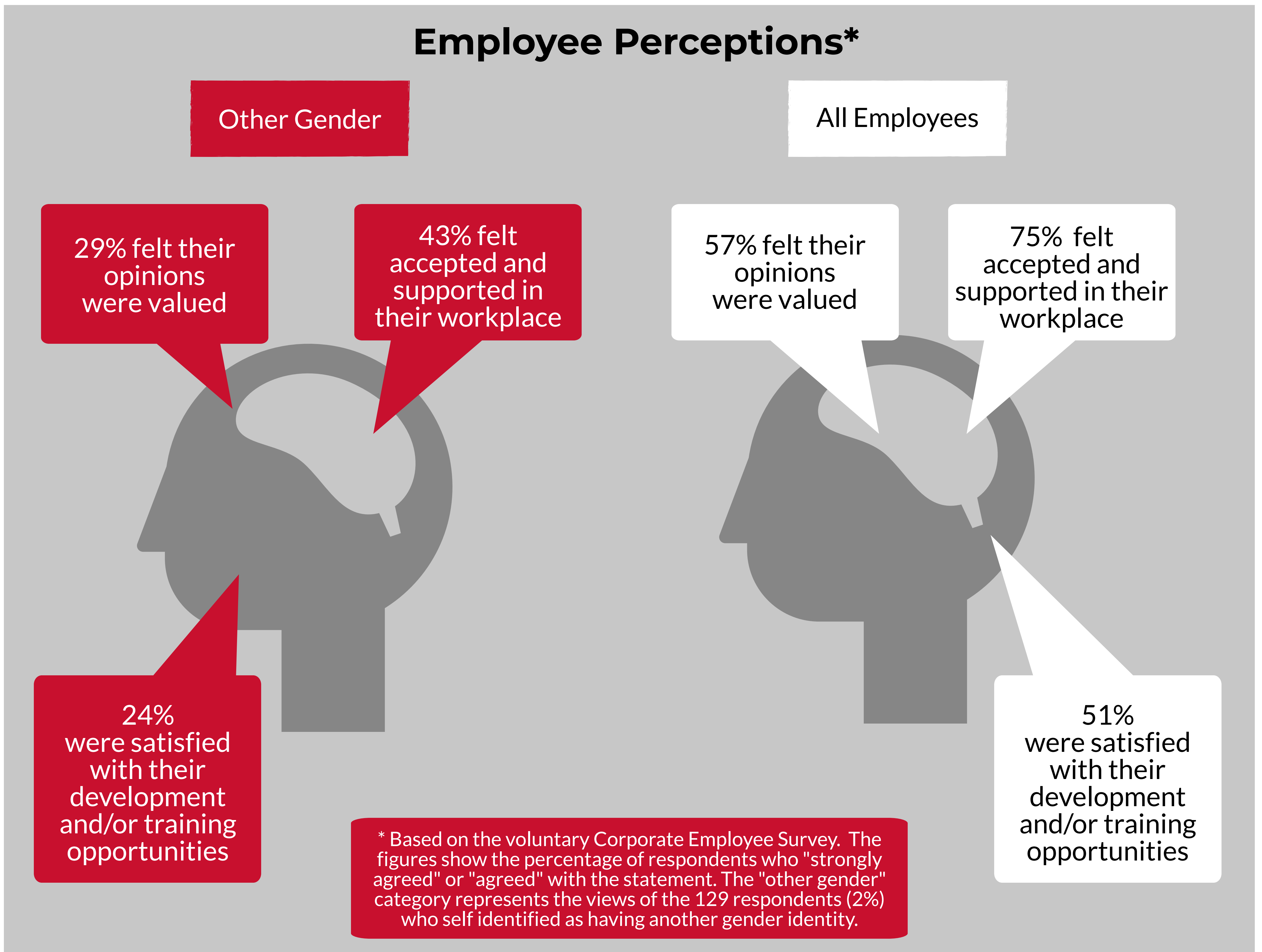
32%

Percentage of Senior
Managers in Calgary who
are women

Percentage of The City of
Calgary's Senior
Management Team who
are women



Gender Snapshot: Calgary Workforce 2018



Sources

Page 1

Education: Statistics Canada. 2016 Census. Statistics Canada Catalogue no. 98-400-X2016304
Income: **Figures show median income from full-time employment.** Statistics Canada. 2016 Census. Statistics Canada Catalogue no. 98-400-X2016273
Unpaid work: Statistics Canada. General Social Survey on Time Use 2015. Table no. 113-0004
Gender Composition: 2016 Calgary Civic Census

Page 2

Low income: Statistics Canada. 2016 Census. Statistics Canada Catalogue no.98-400-X2016173, 98-400-X2016124, 98-400-X2016211
Safety: 2016 City of Calgary Citizen Satisfaction Survey
Intimate partner violence: Sinha, M. 2013. "Family violence in Canada: A statistical profile, 2011." Juristat Article. Statistics Canada Catalogue no. 85-002-X.

Page 3

Calgary workforce: Statistics Canada. 2016 Census. Statistics Canada Catalogue no.98-400-X2016365.
City of Calgary workforce and core hires: City of Calgary Workforce Dashboard. Figures current as of January 1, 2018.
<http://mycity/MyHr/ForSups/CTAP/Pages/Workforceplanningdashboard.aspx>.
Senior managers in Calgary: Statistics Canada. 2016 Census. Statistics Canada Catalogue no. 98-400-X2016304.
City of Calgary Senior Management Team: current as of April 2018

Page 4

Employee Perceptions: 2017 Corporate Employee Survey.

An Introduction to Intersectionality

Intersectionality is a framework for understanding how every person has multiple identity factors that intersect to make us who we are.¹ These different, intersecting identities shape personal and collective experiences. An intersectional approach encourages decision-makers to think beyond how decisions impact one population group at a time (e.g. women, immigrants) to consider how decisions impact people who are members of multiple, overlapping population groups at the same (e.g. a young immigrant woman living in poverty).² Intersectional analysis enables more effective policies and services that better meet people's complex needs.

Intersectionality is an increasingly referenced concept used by the Government of Canada, the Government of Alberta and other municipalities, to guide the development, implementation and evaluation of policies and services.

Elements of Intersectionality:

- (1) Every person has multiple and simultaneous identities (for example: gender, sexual orientation, immigration status, indigenous identity, age, physical ability, socio-economic status).
- (2) These identities contribute to differing experiences and differing degrees of privilege and oppression.
- (3) Differences in privilege and oppression are created and reinforced by power dynamics in interpersonal relationships, organizations, and systems.

Examples of identity factors that 'intersect' to make us who we are:

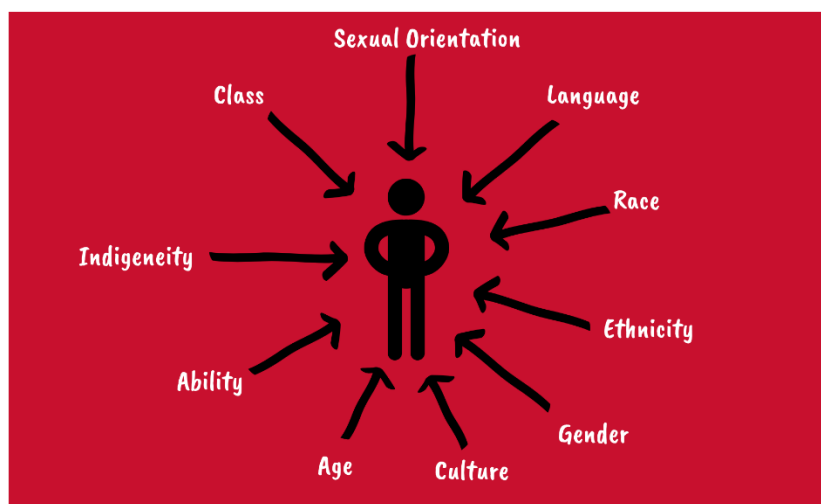


Image adapted from All Booked Up (<http://allbookedup2014.blogspot.ca/2014/02/book-5-review-concise-chinese-english.html>)

1 Status of Women Canada.

2 Hankivsky, O. (2012). An Intersectionality-Based Policy Analysis Framework. Institute for Intersectionality Research and Policy.

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0546
Page 1 of 4**

Calgary Sport Tourism Authority Update

EXECUTIVE SUMMARY

The Calgary Sport Tourism Authority (CSTA) was established under The City of Calgary's *Civic Sports Policy* in 2005 to increase Calgary's capacity to bid for sporting events. Tourism Calgary has overseen the administration and management of the CSTA which has effectively positioned Calgary as a premier host of sporting events in Canada. Since it was established, the sport and cultural events landscape has changed considerably across Canada and the world, and the needs of the city, cultural and sporting organizations, and the strategic goals of Tourism Calgary have evolved.

To adjust to the changing environment, and align CSTA's activities with The City's proposed *Sport for Life Policy*, *Cultural Plan* and Tourism Calgary's *Destination Strategy: Ultimate Hosts. Ultimate Host City*, Tourism Calgary is proposing a new Calgary Sport & Major Events Committee. This report provides an overview of the new body and provides Terms of Reference for approval.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend Council:

1. Approve the Calgary Sport & Major Events Committee Terms of Reference as presented in Attachment 1; and
2. Direct Administration work with Tourism Calgary to bring a recommended slate of committee members for appointment to the Calgary Sport and Major Events Committee for Council's consideration no later than Q2 2018.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2005 November 14, Council approved the following recommendations: 1. Approve the Calgary Civic Sport Policy and its appendices; 2. Approve the appointment of the Calgary Sport Council (CSC) as an independent sport body to represent the interests, goals, and objectives of amateur sport to The City of Calgary; 3. Approve the appointment of the Calgary Sport Tourism Authority (CSTA) as the independent event bidding and hosting authority to The City of Calgary; and 4. Direct Administration to work with the CSC and the CSTA to report back to the SPC on Community and Protective Services with the Civic Sport Strategic Plan and financial strategy no later than 2006 October.

BACKGROUND

Attracting major sports, recreation and cultural events generates incremental economic and social benefits for sport, culture, tourism, and the broader community. The Calgary Sport Tourism Authority (CSTA) was established in 2005 in The City of Calgary's *Civic Sport Policy* (CSPS002) to increase Calgary's capacity to bid to host sporting events, positioning Calgary as the premier host of sport events in Canada.

Since 2005, CSTA has successfully attracted over 200 events to Calgary that have contributed to the local economy and Calgary's reputation, including eight world cups and world championships, 23 international competitions and championships, and 34 national championships. In addition, CSTA has bid successfully on major cultural events such as the JUNO Awards of the Canadian Academy of Recording Arts and Sciences.

Calgary Sport Tourism Authority Update

Since it was established, CSTA has been guided by the following principles: to increase economic growth; direct wise spending and strategic investing; instill a high level of professionalism and accountability in the evaluation, investment and bidding process; create community legacies; and enrich quality of life through health, wellness, and recreation. Tourism Calgary, a City of Calgary Civic Partner, has overseen the administration and management of the CSTA.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since CSTA was established in 2005, the sport, culture, and major events landscape has changed considerably across Canada and the world, and the needs of the city, cultural and sporting organizations, and the strategic goals of Tourism Calgary have evolved.

To respond to this changing landscape, Tourism Calgary is proposing a new governance structure and rebranding to refresh the CSTA. Tourism Calgary has worked with Administration to develop Terms of Reference (Attachment) to establish the new Calgary Sport & Major Events (CSME) committee.

The CSME committee and its updated Terms of Reference align with the strategic directions of The City and Tourism Calgary, as reflected in *The Cultural Plan for Calgary*, the proposed *Sport for Life Policy* that would replace the *Civic Sport Policy*, and Tourism Calgary's *Destination Strategy: Ultimate Hosts. Ultimate Host City*. The governance practices detailed in the CSME Terms of Reference align with the Council approved *Governance and Appointments of Boards, Commissions and Committees Policy* and the *Investing in Partnership Policy*.

The CSME committee will adopt a collaborative approach and work with other key organizations in Calgary to provide strategic direction, advice, and due diligence in the proactive process of evaluating and attracting major sports and culture events for Calgary. Based on Tourism Calgary's strategy, decision-making criteria, principals and guidelines, committee members will evaluate and recommend events for potential investment, and suggestions for approaches to bids.

The CSME committee will operate as an advisory committee under Tourism Calgary's bylaws. Tourism Calgary will report on its activities through The City's Civic Partner accountability reporting. Tourism Calgary is committed to advancing good governance practices of its boards and committees and the proposed CSME committee Terms of Reference refresh and update the previous version that defined the CSTA. The terms detail the CSME committee's proposed structure, accountability, and oversight.

Using a skills matrix, Tourism Calgary will be responsible for the recruitment of between eight (8) to 14 committee members who reflect and understand Calgary's potential to host events, our city's diversity, and the sport and cultural landscape. The proposed committee membership does not include any members of Council. Tourism Calgary will work with Administration to bring a recommended slate of nominees for Council's consideration and appointment annually at the Organizational Meeting of Council.

If the proposed CSME committee Terms of Reference are approved, Administration will work with Tourism Calgary to bring an initial slate of committee members forward to Council for consideration and appointment no later than Q2 2018.

Calgary Sport Tourism Authority Update

Stakeholder Engagement, Research and Communication

Tourism Calgary and Administration worked collaboratively to develop the Terms of Reference for the proposed CSME committee and will work with Tourism Calgary to refine the skills matrix used to identify and develop the list of candidates for membership.

Strategic Alignment

The CSME committee and proposed Terms of Reference align with *The Cultural Plan for Calgary*, the proposed *Sport for Life Policy* that is proposed to replace the *Civic Sport Policy*, Tourism Calgary's *Destination Strategy: Ultimate Hosts. Ultimate Host City*, and *building on our energy: an Economic Strategy for Calgary*.

The alignment between the CSME committee and Tourism Calgary is mutually-beneficial. With the vision of making Calgary the Ultimate Host City, Tourism Calgary is focused on marketing the city; attracting and hosting sport, cultural and major events; activating events and experiences; and advocating to support the quality of life of Calgarians and a high impact tourism industry.

Tourism Calgary's 2018-2020 strategic plan, and its organizational key performance indicators align the efforts of the CSME committee and Tourism Calgary. The CSME committee will be a significant contributor to the achievement of Calgary as Ultimate Host City.

The CSME committee will align with the *Be Part of the Energy* brand that Tourism Calgary, Calgary Economic Development and other economic development leaders use to ensure its identity is consistent and that its profile and messages are aligned with the city's other marketing, sales and promotional agencies.

Social, Environmental, Economic (External)

Attracting major sports, recreation and cultural events generates incremental economic and social benefits for sport, culture, tourism, and the broader community.

Events enrich Calgary by adding to the vibrancy of the city, infusing spending into the economy, supporting our hosting infrastructure, and contributing quality of life for Calgarians through legacies and participation. They also attract visitors. Attracting events that build Calgary's brand and offer shareable experiences, while ensuring existing events are successful and sustainable, provides the opportunity to showcase Calgary's hosting abilities to organizers, participants, fans and Calgarians.

Sport tourism is an important subset of the visitor economy, contributing over \$6.5 billion annually to the Canadian economy. There has also been considerable increase in the importance of cultural tourism over the past few years. In Calgary, sport and cultural events bring more than 40,000 hotel-room night stays each year. With goals of increasing the number of events attracted and supported from 68 to 75 by 2020, and increasing attendance at Tourism Calgary and CSME-supported events by three per cent annually, the impact of sport, cultural and major events in Calgary will continue to increase.

Financial Capacity

Current and Future Operating Budget:

There is no impact to the operating budget arising from this report.

Community Services Report to
SPC on Community and Protective Services
2018 May 02

ISC: UNRESTRICTED
CPS2018-0546
Page 4 of 4

Calgary Sport Tourism Authority Update

Current and Future Capital Budget:

There is no impact to the capital budget arising from this report.

Risk Assessment

Risk related to the proposed activities of the CSME committee outlined in the Terms of Reference is reduced through a number of measures. While the CSME committee is governed under Tourism Calgary's bylaws, under the Terms of Reference both The City and Tourism Calgary have a role in oversight and accountability for the body. Risk is further reduced through the accountability framework that is in place for Tourism Calgary as a City of Calgary Civic Partner, including an annual financial review, and annual reporting on governance practices, performance measures, and other key information. Annual reporting for the CSME committee will be included in these measures.

REASON(S) FOR RECOMMENDATION(S):

Since CSTA was established in 2005, the sport and major events landscape has changed considerably across Canada and the world. The needs of the city, sporting organizations and cultural organizations, and the strategic goals of Tourism Calgary have evolved. Establishing the CSME committee will better position Calgary to effectively bid and attract major sports, recreation and cultural events, and ensure the appropriate oversight and accountability measures are in place.

ATTACHMENT(S)

Calgary Sport & Major Events Committee Terms of Reference

CALGARY SPORT + MAJOR EVENTS COMMITTEE



TERMS OF REFERENCE

JANUARY 2018



CALGARY SPORT & MAJOR EVENTS (CSME) COMMITTEE

TERMS OF REFERENCE

January 2018

1.0 Background

In May 2005, The City of Calgary recommended the implementation of the “Calgary Sport Tourism Authority (CSTA).” Since then, the CSTA has proven successful at supporting the process in bidding for and hosting events that enhance Calgary’s image on an international stage and contribute significantly to the economic, social, and cultural landscape of Calgary. Tourism Calgary has overseen the administration and management of the CSTA.

With direction from The City of Calgary (The City), Tourism Calgary, and former CSTA members, this new Terms of Reference document was developed for the purposes of evolving and enhancing Calgary’s capacity to attract and host major events. The new Calgary Sport & Major Events Committee (CSME) and these Terms of Reference align with The City’s new Cultural Plan for Calgary, revised Civic Sport Policy, and Tourism Calgary’s Destination Strategy.

The vision for the Calgary Sport & Major Events Committee, working with other key organizations in Calgary, is to win bids for and attract major sports, recreation and cultural events to generate incremental economic and social benefits for sport, culture, tourism, and the broader community.

2.0 Role

2.1 CSME’s role is to provide strategic direction, advice, and due diligence in the proactive process of evaluating and attracting major sports and culture events for the city of Calgary. Based on event selection priorities and criteria, developed by CSME, members will evaluate and recommend bid programs and events for potential investment.

2.2 Members will be expected to contribute through key advocacy and communication channels within the community; promote and support the initiatives of the CSME.

2.3 CSME is an advisory committee to both The City and Tourism Calgary.

3.0 Accountability and Mandate

3.1 CSME is accountable to Tourism Calgary and The City. Tourism Calgary is responsible for providing leadership, administrative and financial support to CSME. CSME will operate as an advisory committee under the bylaws that govern Tourism Calgary (Article 7; see Appendix A), filed under the *Societies’ Act* (Alberta).

3.2 CSME will submit an annual summary report through Tourism Calgary to The City as part of the annual reporting process to The City.

3.3 CSME will supply copies of all documents if requested by The City including, but not limited to, plans, strategic documents, minutes, reports and other information.

3.4 CSME will establish key performance measures which will be part of its annual reporting of Tourism Calgary to The City.

3.5 CSME will act honestly and in good faith with a view to the best interests of sport, culture and tourism sectors and that of The City.

4.0 Membership

4.1 CSME is committed to advancing diversity and the value of effective not-for-profit governance frameworks. CSME is committed to be a leader in the area by:

4.1.1 Continually adopting governance and board diversity best practices and principles;

4.1.2 Promoting expanded definitions of experience, expertise, and education and to include such considerations as age, ethnicity, gender identity, ability, income, sexual orientation, national origin and family; and

4.1.3 Encouraging the community of organizations that make up the local sport sector and creative industries to continually assess and advance board diversity and effective not for profit governance frameworks.

4.2 CSME shall be comprised of a minimum of 8 members to a maximum of 14 members (not including observers or ex officio members).

4.2.1 The inaugural CSME will be appointed by City Council, based on Tourism Calgary's recommended nominees, according to the process identified in 4.6 through 4.9

4.3 Tourism Calgary will recruit and advertise publicly through processes that attract a diverse pool of candidates. Regular appointments made by City Council will occur at its Organizational Meeting of Council in October of each year. Tourism Calgary will hold the duties and obligations in relation to recruitment, advertising, preparation and distribution of applications for CSME members including reference, security checks and interviews. As well, Tourism Calgary will comply with section 5.12 of The City's *Governance and Appointments of Boards, Commissions and Committees Council Policy* and *Investing in Partnerships Policy*.

4.4 Working with Administration, a report with Tourism Calgary's recommended slate of nominees will be brought to City Council for appointment in accordance with the skills matrix described in sections 4.6 and 4.9. Following the initial nomination to create the CSME, at minimum, two candidates shall be recommended for each vacant position.

4.5 Tourism Calgary may make mid-term nominations should vacancies or other needs of CSME arise. Working with The City's Administration, a report to City Council will be brought forth with nominees for appointment by City Council. When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service for that member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.

4.6 Tourism Calgary will recommend the nominees based on a skills matrix and other assessed needs of The City of Calgary and the CSME.

4.7 City Council, for each vacancy on CSME, shall appoint one of the nominees recommended by Tourism Calgary. City Council shall have the right to not appoint CSME members from the pool of nominees and request that Tourism Calgary provide further nominees for each vacancy.

4.8 Recommended candidates will have a combination of recognized leadership dimensions and demonstrated or potential expertise of skill (see Appendix B) in areas including but not limited to:

- private sector leadership
- corporate economics
- marketing and sponsorship
- public engagement and community impact
- stakeholder and government relations
- board and institutional governance
- security and risk management
- venue and facility management
- transportation and accommodation
- legacy planning and implementation
- sport sector, cultural sector and creative industries governance
- athlete and artist services

4.9 CSME will develop a skills matrix for assessing potential candidates. This matrix will be reviewed and approved by both Tourism Calgary and The City.

5.0 Organization

5.1 The members of CSME shall elect a Chairperson from amongst their membership. The Chairperson will be elected for a two-year term, which can be renewed indefinitely until his or her member term limit is reached.

5.1.1 The initial Chairperson for the inaugural CSME will be appointed based on a joint recommendation of Tourism Calgary and The City. All subsequent Chairpersons will be elected by the process as per clause 5.1.

5.2 Tourism Calgary will assign a senior executive employee of the organization to be a non-voting participant of CSME, and will work with the direction of the CEO of Tourism Calgary and in support of the Chairperson to complete the work plans as recommended by CSME.

5.3 The City will appoint two (2) non-voting, City Observers of CSME, who shall be entitled to receive notice of, attend, and receive materials (including agendas, minutes and draft resolutions) relating to the meetings and any committees thereof, including in camera meetings and materials provided in camera. The City will promptly provide the Chair with the name and contact information of The City Observers, and may thereafter replace its City Observers by written notice to the Chair. A City Observer may appoint in writing a designate from The City to attend a meeting in place of the City Observer and shall notify the Chair of such designate.

6.0 Terms

6.1 Members will serve a two-year term starting upon the date of their selection to CSME. A member may serve a total of three terms, consecutive or non-consecutive, for a total of no more than six (6) years of service. The terms of half of the total inaugural CSME members nominated by Tourism Calgary in 2017 shall be limited to one (1) year.

6.2 Any members from the CSTA as of 2017, should they be nominated based on assessment against the skill matrix and confirmed by City Council as members of CSME, will have their initial terms set at one-year, expiring in 2018.

6.2.1 If City Council appoints an individual who has previously served on the CSTA, such person(s) shall be allowed to serve for a maximum of 3 years (an initial one-year term, and if appointed, a subsequent two-year term).

7.0 Meetings

7.1 CSME will meet at minimum 5 times annually. The meetings will be scheduled at the convenience of the members, with participation from The City and Tourism Calgary.

7.2 All meetings will utilize Robert's Rule of Order for process, including the compiling of meeting minutes. Quorum for meetings will be half (50%) of the members active at the time the meeting is scheduled (vacancies are not included).

APPENDIX A

Except from Tourism Calgary's Bylaws

7.1 Board Committees

- 7.1.1 The Board shall establish a Governance and Human Resources Committee, an Audit and Finance Committee, a Marketing and Stakeholder Relations Committee, a Nominating Committee and such other committees as the Board may from time to time determine (each, herein called a "**Committee**"). The Board may delegate to such Committees any of the powers of the Board except those which a Committee has no authority to exercise under the Act.
- 7.1.6 The mandate, powers and reporting requirements of each Committee shall be as determined annually by the Board and set forth in its governance documents which may be made available to the public upon request in such manner as the Board determines appropriate.
- 7.1.7 Except as otherwise provided in this Article 7, each Committee shall determine its own internal procedures.

APPENDIX B

CSME – DEFINITIONS OF AREAS OF EXPERTISE

private sector leadership

Experience with large-scale, high value partnerships between event rights holders and the destination.

Experience with the accountability expected by the investment of taxpayers' funds.

corporate economics

Experience in assessing economic impact of initiatives at the planning stage, event execution and post event.

Experience and understanding of the fiduciary responsibility to the public.

marketing and sponsorship

Experience and understanding the marketing impact and processes of bidding and event hosting.

Experience with event sponsorship and contracting.

Experience in communicating and promoting the benefits of destination development.

public engagement and community impact

Experience in evaluating community impacts from multiple perspectives including economic, social, cultural and environmental. Experience in ongoing engagement with sector serving community organizations.

stakeholder and government relations

Experience in providing strategic direction to the process of evaluating and attracting international and national events.

Experience in developing and implementing strategies to engage critical stakeholders at all orders of government and in the broader community.

board and institutional governance

Experience as a member of the board of a commercial or not for profit organization.

Knowledge of the individual and collective responsibilities of a board and its committee members.

security and risk management

Experience in both the development and resourcing of emergency response plans and an understating of global security trends.

Experience in risk assessments and risk management related to major events.

venue and facility management

Experience in the field of venue and facility management including, but not limited to, planning; designing; leasing; space planning; project management; capital management; construction management; facility marketing; building and operation management; and real estate acquisition, planning and disposal.

transportation and accommodation

Experience in transportation, athlete villages, and accommodation strategies including knowledge of how to effectively integrate existing facilities and capital projects within prospective bid opportunities.

legacy planning and implementation

Experience in leveraging hosted events to deliver the greatest possible benefits for sport, culture, tourism and community for long-term benefits.

Experience in the field of legacy planning and implementation. This entails a broad array of disciplines including, but not limited to, physical legacy; sporting legacy; cultural legacy; hosting legacy; participation legacy; economic legacy; social legacy; and environmental legacy.

sport sector, cultural sector and creative industries governance

Experience and understanding of social issues around health, integration and community cohesion to provide alignment of priorities of the sport sector, cultural sector and creative industries including working with arm's-length civic organizations and volunteer public boards.

athlete and artist services

Experience and understanding of the delivery of targeted training and support services for high-performance athletes and their teams.

Experience and understanding of the programs and resources required or available within the cultural communities.

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0358
Page 1 of 6**

Proposed Sport for Life Policy

EXECUTIVE SUMMARY

In 2005, *Calgary's Civic Sport Policy (CSPS002)* was adopted by Council, becoming the first policy of its kind in Canada. Notable achievements of this policy include enabling the formation of Sport Calgary (formally known as the Calgary Sport Council), formalizing the role of the Calgary Sport and Major Events Committee (formally known as the Calgary Sport Tourism Authority), and establishing a single window into Administration on sport issues.

Given that over 10 years have passed, The City initiated a Civic Sport Policy Review consisting of a current state analysis, stakeholder interviews, facilitated focussed discussions, expert panels, municipal benchmarking, a sport infrastructure report and a general population study. This collective body of work was used to develop the proposed Sport for Life Policy (Attachment 2).

The proposed Policy reaffirms The City's shared responsibility to provide Calgarians with the opportunity to freely participate in, experience and enjoy sport to the extent of their abilities and interests. It clearly defines The City's commitment to Calgarians to support and develop sport, as well as how The City will work with the sport sector and partners.

When implemented, the proposed Sport for Life Policy will make life better for Calgarians everyday by acknowledging sport as a fundamental human need. It will create opportunities for all Calgarians to participate, experience, and enjoy sport to the fullest extent of their abilities and interests.

Furthermore, the proposed Policy emphasizes The City's ongoing commitment to support, collaborate and work with Calgary's vibrant sport sector and partners to design and deliver appropriate sports programming for all Calgarians through all stages of their life.

ADMINISTRATION RECOMMENDATION:

That SPC on Community and Protective Services Committee recommend that Council:

1. Rescind, in whole, *Calgary's Civic Sport Policy - CSPS002* (Attachment 1); and
2. Approve the proposed Sport for Life Policy (Attachment 2).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2005 November 14, Council adopted CPS2005-74 Calgary Civic Sport Policy:

1. Approving the Calgary Civic Sport Policy and its appendices;
2. Approving the appointment of the Calgary Sport Council (CSC) as an independent sport body to represent the interests, goals and objectives of amateur sport in The City of Calgary;
3. Approving the appointment of the Calgary Sport Tourism Authority (CSTA) as the independent event bidding and hosting authority to The City of Calgary; and
4. Directing Administration to work with CSC and CSTA to report back to the SPC on Community and Protective Services with the Civic Sport Strategic Plan and financial strategy no later than 2006 October.

Proposed Sport for Life Policy

As outlined in Attachment 3, Previous Council Direction, Council subsequently adopted a strategic plan and financial strategy (2006), an update (2008) and a sport needs and preference study (2008).

BACKGROUND

In 2005, Calgary's Civic Sport Policy was adopted by Council. Notable achievements include:

1. the development of the Calgary Sport Council (now known as Sport Calgary) to serve the role of being a representative authority and voice of amateur sport in the city;
2. the Calgary Sport Tourism Authority (now known as the Calgary Sport and Major Events Committee) to provide advice and strategic direction in the proactive process of attaining major sport events for the city of Calgary; and
3. Calgary Recreation as a single window into Administration on sport issues.

Since 2005, the sport sector has evolved.

At a national level, the *Canadian Sport Policy 2012* and *Framework for Recreation in Canada 2015* were endorsed by the Federal, Provincial and Territorial Ministers responsible for Sport, Physical Activity and Recreation. *The Framework for Recreation in Canada 2015*, reaffirmed the *1987 Recreation National Recreation Statement* resolution that Recreation is a fundamental human need for all ages and stages of life.

Provincially, the *Alberta Sport Plan (2014-2024)* was renewed and the *Active Alberta Policy (2012-2022)* was approved.

Municipally, the *Recreation Master Plan (2010-2020)* and *Imagine Parks (2015)* were completed. In addition, the *2016 Recreation Facility Development and Enhancement Study (FDES)* and the *Sport Infrastructure Compendium* has provided the needed foundation for data driven discussions about recreation infrastructure requirements, which includes sport specific needs.

Given that over 10 years have passed and the sector has evolved, The City undertook a comprehensive review to inform the development of a refreshed sport policy that would reflect the evolution of the sport sector and build on the successes of the 2005 Civic Sport Policy.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Sport contributes to the quality of life and well-being of Calgarians. The proposed Policy recognizes the critical role partners play in the service delivery continuum, as well as, the strategic role of Sport Calgary and the Calgary Sport and Major Events Committee.

When implemented, the proposed Sport for Life Policy will make life better for Calgarians everyday by acknowledging sport as a fundamental human need. It will create opportunities for all Calgarians to participate, experience, and enjoy sport to the fullest extent of their abilities and interests.

Furthermore, the proposed Policy emphasizes The City's ongoing commitment to support, collaborate and work with Calgary's vibrant sport sector and partners to design and deliver appropriate sports programming for all Calgarians through all stages of their life. Members of

Proposed Sport for Life Policy

the sport sector, collectively deliver on the spectrum of sport opportunities; from introduction and recreational sport, to competitive sport and high-performance sport.

Sports entertainment and professional sport entities are valued members of the sport sector; however, the proposed Policy does not apply to these types of partners. Partnerships between The City and sports entertainment or professional sport entities will be administered separately. This is consistent with what Administration heard from stakeholders during the *Civic Sport Policy Review (2017)*.

The proposed Sport for Life Policy (Attachment 2) identifies four commitments to Calgarians. These commitments clarify The City's role within the sport sector. These commitments are (i) Designing and Delivering Sport Programs and Initiatives; (ii) Building Infrastructure; (iii) Allocating Infrastructure; and (iv) Supporting Sporting Events. These commitments are framed by transparent considerations for prioritizing limited resources and leveraging the critical role partners play in the service delivery continuum and strategy delivery.

Designing and Delivering Sport Programs and Initiatives

Findings from the *Civic Sport Policy Review* identified the importance of the continued delivery of introduction and recreational sport opportunities which foster fundamental skills and knowledge so that Calgarians may freely participate, experience and enjoy sport to for health and wellbeing.

In addition, Administration found that Calgarians value safe, open spaces for unstructured sport and play, as well as, equitable and inclusive access. Members of the sport sector identified the value of quality sport experiences to lifelong participation, as well as, The City's role as an enabler - bridging the local sport sector and the education sector to deliver quality sport experiences.

This section of the proposed Policy aligns with the *Sport Field Strategy (2016)* and supports the objectives set out in Calgary's Play Charter which reflects the signatories' commitment to promoting play, providing play opportunities, and educating all Calgarians of the importance of play to our community.

Building Infrastructure

The development and enhancement of infrastructure is of the highest importance for the sport sector.

This section of the proposed Policy focuses on The City's commitment to deliver recreational sport infrastructure. It also considers how The City enables its partners to deliver on competitive and high-performance sport opportunities

The proposed infrastructure targets (Schedule 1, Attachment 2) are based on the data-driven findings of the *Recreation Facility Development and Enhancement Study (FDES)* and the results of the *Sport Field Strategy*. The *Sport Infrastructure Compendium (2017)* found that these targets will address the infrastructure gaps identified in Sport Calgary's *Sport Facility Supply and Demand Study (2014)*.

Proposed Sport for Life Policy

At times over the last 10 years, sport and recreation infrastructure have often been approached separately. The proposed Policy fosters an approach where limited capital resources achieve both recreational and sport-specific infrastructure needs.

Allocating Amenity Use

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

Enabling Sporting Events

Administration recommends the development of an event strategy that will bring together sporting events, culture, and art under a single umbrella to achieve a cohesive vision driving to achieve Council's priorities and informing infrastructure planning. This aligns with the national and provincial approach and would consider the social, environmental and economic legacy of events created through The City's support of destination events, major events and local events.

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

Stakeholder Engagement, Research and Communication

The *Civic Sport Policy Review* included stakeholder engagement (Attachment 4) and research. This work was conducted by external vendors, with the support of the Engage Resource Unit and Corporate Research. Information collected, directly informed the development of the proposed Sport for Life Policy.

With the support and leadership of Sport Calgary, the Calgary Sport and Major Events Committee (CSME) and the expert panel members, more than 700 hours were contributed by over 200 stakeholders. Interviews and facilitated focused discussions were conducted with representatives of facility partners, welcoming communities, health services, the LGBTQ community, the private sector, sport organizations, education, social services (youth), active aging partners, affordable housing, the adaptive sport community and members of Administration.

This feedback was tested through a general population study consisting of a telephone survey with 500 adult residents of the city of Calgary.

In addition, seven municipalities were benchmarked - Vancouver, Richmond, Edmonton, Ottawa, Winnipeg, Denver and Portland.

Finally, the *Sport Infrastructure Compendium (2017)* affirmed that the FDES recommendations would address the recommendations from Sport Calgary's, *Sport Facility Supply and Demand Study*.

Proposed Sport for Life Policy

Strategic Alignment

There are several internal policies, plans and priorities that frame the proposed Sport for Life Policy such as the *Recreation Master Plan (2010-2020)* and *Imagine Parks (2015)*. The proposed Policy also aligns with the *Indigenous Policy (CP2017-02)*, *Municipal Development Plan (2009)*, *Welcoming Community Policy (CSPS034)*, *Fair Calgary Policy (CSPS019)*, and the *Community Services Program Policy (CSPS018)*. The *Investing in Partnerships Policy (CP2017-01)* provides the framework for how sport Partners such as Sport Calgary and CSME report to Council.

Looking to other orders of government, Administration considered the *Canadian Sport Policy (2012)*, the *Alberta Sport Plan (2014-2024)* and the *Framework for Recreation in Canada 2015*. The proposed Policy includes definitions that align with the national context and allow Administration to compare The City's results against other jurisdictions. It also supports a common language within The City, across all orders of government and with members of the sport sector.

In addition, the proposed Policy is shaped by Long-Term Athlete Development (Attachment 5), a sport-science based framework and philosophy for promoting lifelong engagement in sport and physical activity.

Finally, a Results Based Accountability framework has been established (Attachment 6) to measure, monitor and report on The City's commitments to sport, which contribute to the health, well-being and quality of life of Calgarians.

Social, Environmental, Economic (External)

The proposed Sport for Life Policy was developed with the *Triple Bottom Line Policy* and framework in mind. A broad spectrum of social, environmental and economic impacts were considered throughout the *Civic Sport Policy Review* and are reflected in the proposed Policy.

Financial Capacity

Current and Future Operating Budget:

Implementation of the proposed Sport for Life Policy is scalable and fiscally sustainable. The work plans of existing staff resources have been reprioritized to achieve the desired results (Attachment 6).

Administration will pursue sources of funding including sponsorships, partnerships and leveraging existing resources.

To achieve the Council approved policies such as the *Indigenous Policy (CP2017-02)*, *Fair Calgary Policy (CSPS019)*, and the *Festivals and Events Policy (CSPS032)*, new investment will be required once partners and Administration reach capacity limitations. Any operating budget requirements will be explored as part of One Calgary (2019-2022), particularly as it pertains to:

- achieving the sports and reconciliation objectives set out in White Goose Flying Report;

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0358
Page 6 of 6**

Proposed Sport for Life Policy

- removing barriers that prevent underrepresented groups from participating and enjoying sport;
- funding for new and recurring events;
- activating open spaces; and
- supporting local sport partners that are contributing to The City's commitments to Calgarians.

Current and Future Capital Budget:

The sport infrastructure aspects of the proposed Policy will align with the City's overall capital budget planning and implementation process.

The Sport Facility Renewal Program is ending. A business case to renew this program as the Sport for Life Community Fund has been completed as part of One Calgary (2019-2022) for prioritization and consideration.

If funding is approved, through One Calgary (2019-2022), the Sport for Life Community Fund would build on the successes of the Sport Facility Renewal Program by continuing to support the renewal and upgrade of sport amenities stewarded by community partners. It will also incentivize partners to contribute to The City's commitments to Calgarians as set out in the proposed Policy.

Risk Assessment

Implementation of the proposed Sport for Life Policy is scalable and fiscally sustainable. It is responsive to priorities that are meaningful to Calgarians and will measurably contribute to the health, well-being and quality of life of Calgarians.

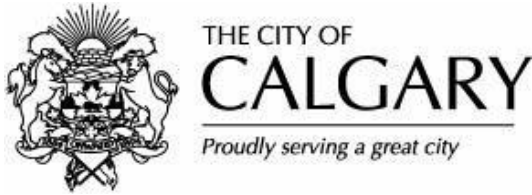
If clear and concise commitments, such as those outlined in the proposed Policy, are not established, it will become increasingly challenging for Administration to manage, prioritize and achieve the results that are important to Calgarians and the sport sector.

REASON(S) FOR RECOMMENDATION(S):

The proposed Policy builds on the successes of *Calgary's Civic Sport Policy (CSPS002)* and reaffirms The City's commitment to provide Calgarians with the opportunity to freely participate, experience and enjoy sport to the extent of their abilities and interests. It clarifies The City's role within the sport sector, and focuses on priorities intended to measurably contribute to the health, well-being and quality of life of Calgarians.

ATTACHMENT(S)

1. Calgary Civic Sport Policy
2. Sport for Life Policy
3. Previous Council Direction
4. Stakeholder Engagement
5. Long-Term Athlete Development
6. Results Based Accountability Framework Summary



CITY COUNCIL POLICY

Policy Title: Calgary Civic Sport Policy

Policy Number: CSPA002

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).

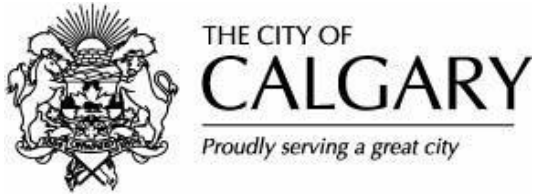
The need for a more comprehensive review was addressed on January 26, 2004, when City Council (APA2004-04d) approved the development of a Civic Sport Policy, directing Administration through Calgary Recreation "to initiate the development of a Municipal Sport Policy in conjunction with key stakeholders 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



CITY COUNCIL POLICY

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.

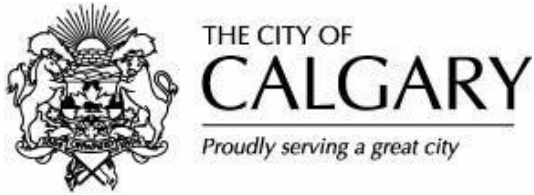
Policy Vision

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.



CITY COUNCIL POLICY

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.



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CITY COUNCIL POLICY

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.

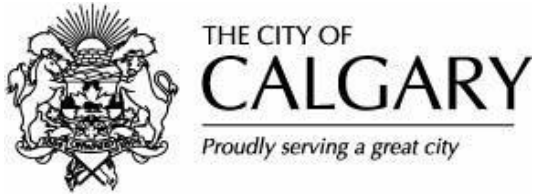
Appendices

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.



CITY COUNCIL POLICY

CIVIC SPORT POLICY

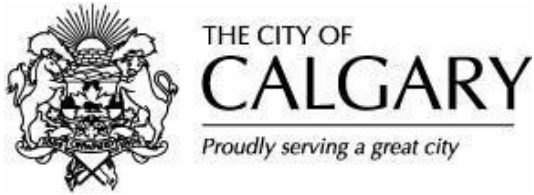
APPENDIX 1: STEERING COMMITTEE AND PROCESS

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.



CITY COUNCIL POLICY

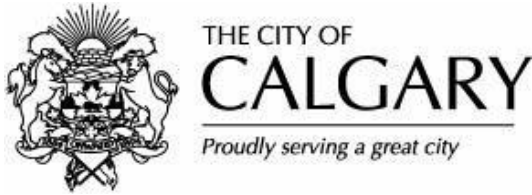
The following work was completed over the past 18 months to ensure appropriate engagement occurred:

- 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.



CITY COUNCIL POLICY

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

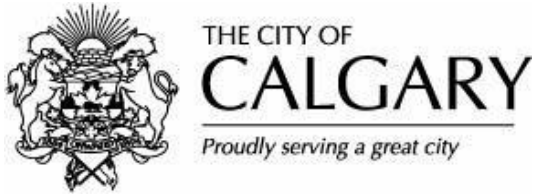
To promote amateur sport priorities by:

- 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



CITY COUNCIL POLICY

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.



THE CITY OF
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CITY COUNCIL POLICY

- Long range planning for community sport and recreational infrastructure.

Council Policy

Policy Title: Sport for Life Policy
Policy Number: Assigned by the City Clerk's Office
Report Number: CPS2018-0358
Adopted by/Date: Council / Date Council policy was adopted
Effective Date: Date adopted or later as directed by Council
Last Amended: Date of the last amendment, if any
Policy Owner: Calgary Recreation

1. POLICY STATEMENT

- 1.1 This Council policy will make life better for Calgarians everyday by acknowledging sport as a fundamental human need. It will create opportunities for all Calgarians to participate, experience, and enjoy sport to the fullest extent of their abilities and interests. The policy emphasizes The City's ongoing commitment to support, collaborate and work with Calgary's vibrant Sport Sector and Partners to design and deliver appropriate sports programming for all Calgarians through all stages of their life.
- 1.2 Municipalities are widely viewed as the primary supplier of Recreation services.ⁱ Calgary's *Recreation Master Plan* recognizes the vital role of Partners to the development of a broad and responsive service continuum.
- 1.3 The City's *Municipal Development Plan* acknowledges that Recreation, which includes Sport, plays an important role in:
 - i. building complete, strong and great communities;
 - ii. adding to the cultural vitality of the city;
 - iii. contributing to economic development and prosperity;
 - iv. fostering active and vibrant neighbourhoods; and
 - v. sustaining healthy communities by promoting active living.ⁱⁱ
- 1.4 The City acknowledges that Sport is a fundamental human need for all ages and stages of life.ⁱⁱⁱ

2. PURPOSE

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

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

3. **DEFINITIONS**

- 3.1 "Active for Life" refers to participants who have a desire to be physically active.^{iv}
- 3.2 "Active Start" means learning FUNdamental movements and linking them together in play.^{iv}
- 3.3 "Accessible" means factors align with the ability for individuals to participate in Sport. This is achieved through the removal of barriers impeding access, which may include social, financial, geographic and physical barriers. The result of accessibility is everyone is able to participate in all aspects of society.
- 3.4 "Agreement" means a negotiated and legally binding arrangement between The City and one or more Partner, as to a course of action.
- 3.5 "Allocation" refers to effectively managing participant demand by maximizing use of facilities supported by efficient access to bookings data, scheduling processes, a reliable tracking system and accurate facility utilization data.
- 3.6 "Awareness" promotes an understanding of opportunities for participants to get involved in Sport and physical activity. It highlights opportunities for persons of all abilities to participate in sport, become athletes, and go as far as their ability and motivation will take them.^{iv}
- 3.7 "Barriers" refers to environmental, structural, systemic, social and personal realities that prevent Participation in Sport, or make such participation difficult to achieve (e.g., building design, transportation, attitudes, etc.). Barriers may be socio-economic (e.g., poverty, poor health) or may be characteristics of the sport system that prevent or limit the sport participation (e.g., lack of awareness programs, lack of specialized coaching or adapted equipment, etc.).^v
- 3.8 "Competitive Sport" means Calgarians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.^{vi}
- 3.9 "Equity" means people receive tailored treatment according to their respective needs and social conditions. It requires recognition that different barriers, often systemic, exist for diverse individuals or groups. The result of equity is all people have the opportunity to benefit equally.

- 3.10 “Events Strategy” refers to a strategic approach that supports Council’s overall vision for Calgary while considering:
- i. the *Festival and Events Policy* CSPS032 as it relates to funding strategies, the Allocation of infrastructure and criteria for the inclusion of new events or removal of less impactful events.
 - ii. how Underrepresented Groups are engaged.
 - iii. the critical role of Partners.
 - iv. alignment with national objectives, where applicable.
 - v. the hierarchy (e.g. signature / destination events, major events, and local events) and nature (e.g. one-time versus recurring) of events.
- 3.11 “First Involvement” refers to the positive and welcoming first experiences potential participants have in sport.^{iv}
- 3.12 “Fundamentals” means participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical activity resulting in participants developing a wide range of movement skills along with the confidence and desire to participate.^{iv}
- 3.13 “High Performance Sport” means Calgarians are systematically achieving world-class results at the highest levels of competition through fair and ethical means.^{vi}
- 3.14 “Introduction to Sport” means Calgarians have the fundamental skills, knowledge and attitudes to participate in Organized and Unstructured Sport.^{vi}
- 3.15 “Inclusion” means creating environments in which any individual or group is respected and valued. The result of social inclusion is that people feel they belong and can fully participate in society.
- 3.16 “Indicators” refers to a measure of well-being which helps quantify the achievement of the Result.^{vii}
- 3.17 “Learn to Train” means understanding basic rules, tactics and strategy in games and includes the refinement of sport specific skills. There are opportunities to participate in multiple sports. Games and activities are inclusive, fun and skill based.^{iv}

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

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

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

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

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

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

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

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

- 3.25 “Recreation” refers to the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being. Recreational experiences include participation in physical activity and Sport, in artistic, cultural, social and intellectual activities.^{xiii}
- 3.26 “Recreational Sport” means Calgarians have the opportunity to participate in Sport for fun, health, social interaction and relaxation.^{vi}
- 3.27 “Social Conditions” means the variables that impact an individual’s quality of life, access to opportunities, or lived experience. Positive social conditions may require that policies, plans, strategies, programs and services are delivered Equitably in order to advance equality.
- 3.28 “Sport” consists of Organized Sport and Unstructured Sport.
- i. “Organized Sport” refers to activities which involve training or competition with some level of physical intensity or organization. It does not include activities in which the performance of a motorized vehicle is the primary determinant of the competitive outcome. Games of skill such as billiards board games, and electronic games are not included.^x
 - ii. “Unstructured Sport” refers to sport-like activities that are often spontaneous in nature and participant led with a low level of organization and may include games with rules. Unstructured Sport provides participants with numerous learning opportunities and a context to be physically active while having fun, usually without a formal club structure.^{xiv}
- 3.29 “Sport Centres” refers to facilities built, designed and operated to achieve a core objective of training and competition for the development of competitive and high-performance athletes. Sport Centres commonly deliver on recreation needs to the general public and excellence as a dual mandate. Sport Centres are typically located on city-owned land, operated by The City or a Partner and may be tax-supported.
- 3.30 “Sport Sector” refers to the members of the community indirectly or directly involved in Sport, how they interact, and their contributions to the development and delivery of Sport. The Sport Sector includes local sport organizations, community organizations, other sectors such as health, recreation, education and the private sector. It also includes other orders of government, provincial sport organizations national sport organizations, and multi-sport organizations.

- 3.31 “Train to Compete” means athletes are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and competing at the national level while being introduced to international competition.^{iv}
- 3.32 “Train to Train” means athletes have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). A progression from local to provincial competition occurs over the course of the stage.^{iv}
- 3.33 “Train to Win” refers to world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups or top professional leagues). These athletes have highly personalized training and competition plans and have an integrated support team of physical therapists, athletic therapists, and sport psychologists providing ongoing support.^{iv}
- 3.34 “Underrepresented Groups” refers to groups of Calgarians that do not Participate in Sport at the same rate as Calgarians as a whole. These groups commonly include some women and girls; socio-economically disadvantaged Calgarians; Indigenous peoples; persons with a disability; newcomers which include recent immigrants; refugees and new Canadians; older adults; and members of the LGBTQ community.^{xv}

4. **APPLICABILITY**

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

5. **PROCEDURE**

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

5.1.1 The City will coordinate with Partners to:

- i. design and deliver Introduction to Sport and Recreational Sport programs and initiatives that:
 - a. are Equitable, Inclusive and Accessible; and
 - b. align with the long-term athlete development stages of Awareness, First Involvement, Active Start, Fundamentals, Learn to Train and Active for Life.
- ii. provide Quality Sport Experiences.
- iii. activate Open Spaces, in support of Calgary's Play Charter.
- iv. remove Barriers that prevent Underrepresented Groups from Participating and enjoying Sport.

5.1.2 The City will facilitate connections between sport and education to deliver Quality Sport Experiences in the school setting and within the local community in support of comprehensive school health.

5.1.3 The City will strive to enable the health, well-being and active lifestyles of all Calgarians when developing, amending, maintaining and reviewing municipal plans, policies and bylaws.

5.2 **Our Commitment to Calgarians - Building Infrastructure**

5.2.1 The City will develop and enhance Recreation infrastructure to support the delivery of Introduction to Sport and Recreational Sport by working, within our means, toward the infrastructure targets set out in Schedule 1.

5.2.2 The City will strive to develop and enhance Competitive Sport and High Performance Sport infrastructure by supporting the objectives set out in the Events Strategy which enable Sport Centres to deliver Train to Train, Train to Compete and Train to Win stages of long-term athlete development.

5.2.3 The City will develop and enhance City-Owned facilities to accommodate sanctionable sporting activities, where appropriate.

5.2.4 The City will invest in the development and enhancement of Open Spaces:

- i. to support Unstructured Sport, but not to the detriment of Organized Sport.
- ii. with a focus on connected, convenient and obstruction-free access by way of cycling and walking.

5.2.5 The City will strive to reflect, challenge and transform how we think about and experience the diverse representations of sport as culture, where appropriate or as applicable in the development of public art plans.

5.3 Our Commitment to Calgarians - Allocating Amenity Use

5.3.1 The City will allocate City-owned and operated infrastructure in a fair, equitable, and transparent manner that is consistent with the principles set out in Schedule 2.

5.3.2 The City will work with Partners to promote the appropriate allocation of infrastructure.

5.4 Our Commitment to Calgarians - Supporting Sporting Events

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

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

5.5 Prioritizing our Investment

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

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

5.6 Partners

5.6.1 The Calgary Sport and Major Events Committee is a strategy delivery Partner that:

- i. advises Tourism Calgary and The City in the advancement of Clauses 5.2 and 5.4;
- ii. provides strategic direction, advice and due diligence in the proactive process of evaluating and attracting major sports and culture events for the city of Calgary.

5.6.2 Sport Calgary is a strategy delivery Partner that:

- i. advises The City of Calgary in the advancement of Clauses 5.1, 5.2 and 5.3;
- ii. builds the capacity of local sport organizations through education, training, and best practices; and
- iii. leads an advisory committee consisting of members of the Sport Sector that will:
 - a. coordinate efforts to build an integrated sport delivery system;
 - b. contribute to the advancement of Sport in alignment with this Council policy; and
 - c. promote the value of Sport to Calgarians.

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

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

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

5.7 Administrative Processes

5.7.1 A management framework will:

- i. outline areas of focus, accountability strategy, and governance;
- ii. be developed and stewarded by Administration;
- iii. will be supported by an implementation plan; and
- iv. support the leadership of Sport Calgary and the Calgary Sport and Major Events Committee to foster the adoption of Inclusive and Accessible not-for-profit- governance frameworks by local sport organizations, which reflect:
 - a. best practices and principles; and
 - b. expanded definitions of experience, expertise, and education to include such considerations as age, ethnicity, gender identity, ability, income, sexual orientation, national origin and family.

5.7.2 Calgary Recreation will:

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

6. **SCHEDULE(S)**

- 6.1 Schedule 1 - Infrastructure Targets
- 6.2 Schedule 2 - Allocation Principles
- 6.3 Schedule 3 - References

7. **AMENDMENT(S)**

Date of Council Decision	Report/By-Law	Description

8. **REVIEWS(S)**

Date of Policy Owner's Review	Description

PROPOSED COUNCIL POLICY

Schedule 1 - Infrastructure Targets

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

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

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

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

Schedule 2 - Allocation Principles

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

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

In addition, The City will:

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

Schedule 3 - References

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

Previous Council Direction

On 2010 June 21, Council adopted CPS2010-40, Recreation Master Plan approving the 2010 to 2020 Recreation Master Plan and that the P3 Proposals be considered and measured against the principals as contained in Page 23 of the 2010 and 2020 Recreation Master Plan.

On 2008 November 03, Council adopted CPS2008-84 in principle, the Implementation Plan for the the 10-Year Strategic Plan for Sport Facility Development and Enhancement.

On 2008 June 23, Council adopted CPS2008-46, Sport Needs and Preferences Study and 10-Year Strategic Plan for Sport Facility Development & Enhancement, adopting the 10-Year Strategic Plan for Sport Facility Development & Enhancement, which includes a summary of the Sports Needs & Preferences Study as the basis for establishing priorities for sport facility development and delivery over the next ten years and directing Administration to:

- a) In partnership with the Calgary Sport Council, develop action steps and resource requirements that reflect the priorities and strategic objectives of the 10-Year Sport Strategic Plan;
- b) Incorporate the facility development criteria and facility-type priorities for sport into the Culture, Parks and Recreation Infrastructure Investment Plan prioritization process; and
- c) Report back through the SPC on Community and Protective Services no later than 2008 October with an update on both the 10-Year Strategic Plan action steps and a Calgary Civic Sport Policy update (CPS2008-45).

On 2008 June 23, Council adopted CPS2008-45, Calgary Civic Sport Policy - Update, directing Administration to report back through the SPC on Community and Protective Services no later than October 2008 on:

- a) progress in the eight key areas of emphasis that were identified in the 2006 Calgary Civic Sports Policy (leadership, accessibility, infrastructure, event bidding & hosting, stakeholder roles, promotion & branding, recognition of athletes, coaches & volunteers, grants & funding) and;
- b) clarity of roles and responsibilities for Calgary Sports Council, Calgary Sports Tourism Authority and The City of Calgary Recreation in the implementation of the 10-Year Strategic Plan for Sport Facility Development & Enhancement (CPS2008-46).

On 2006 September 18 and 19, Council adopted CPS2006-44, Calgary Civic Sport Policy - Strategic Plan and Financial Strategy:

- 1. approving the Calgary Civic Sport Policy Strategic Plan and Financial Strategy;
- 2. approving the Calgary Sport Council's Implementation Plan in principle, with the request for annual operating budget funding of \$250,000 to be included in the 2006 November operating budget adjustment process for Council's consideration;
- 3. approve the Calgary Sport Tourism Authority's Strategic Plan in principle, with the request for a one-time operating budget funding of \$150,000 in each year, 2007 and 2008, to be included in the 2006 November operating budget adjustment process for Council's consideration; and
- 4. directing Administration to report back to the SPC on Community & Protective Services no later than 2008 June on the implementation of the policy and financial strategy

Stakeholder Engagement

Engagement was led by Western Management Consultants, with the support of the Engage Resource Unit and Administration.

INTERVIEWS

Nearly 70 interviews, involving 90 individuals representing sport sector stakeholders, Administration and members of Council were completed. These interviews were supplemented by 79 online, self-select, surveys.

ENGAGE PORTAL

The City's Engage portal was used to post two drafts of the *What We Heard* report following the completion of interviews and again following the completion of focused discussions. The final *What We Heard* report was posted alongside a draft of the proposed Sport for Life Policy.

The Engage portal was promoted through The City's social media channels, through Sport Calgary to its membership and a variety of networks.

FOCUSED DISCUSSIONS

A total of 145 participants, representing 12 stakeholder groups, contributed approximately 435 hours by participating in 13 focused discussions.

stakeholder group	attendance	representation
Active Aging	4	3%
Sport Organizations (2 sessions)	44	30%
Education	8	6%
Social Services with a Focus on Youth	6	4%
Private Sector	11	8%
Affordable Housing	11	8%
Leadership Network Facility Partners	5	3%
Welcoming Communities	10	7%
Health Services	12	8%
LGBTQ	12	8%
The City of Calgary - Administration	13	9%
Adaptive Sport	9	6%
totals	145	100%

In addition, with the support of Calgary Neighbourhoods, the Calgary Aboriginal Urban Affairs Committee and the Indigenous Sport Council (Alberta) were engaged to discuss the proposed Policy within the context of the five sports and reconciliation calls to action (#87, #88, #89, #90, #91) outlined in the Truth and Reconciliation Commission of Canada's report.

Stakeholder Engagement

EXPERT PANELS

Two expert panels were established: (i) Shared Outcomes and (ii) Direct Delivery. The first expert panel, under the leadership of Sport Calgary focused on the role and value of partners in achieving shared outcomes. The second expert panel, focused on The City's role in the direct delivery of services and initiatives. The expert panel members were invaluable contributors that provided guidance, feedback, support and access to networks.

Shared Outcomes Expert Panel

Murray Sigler, Sport Calgary (Chair)
Catriona Le May Doan, Sport Calgary (Vice Chair)
Myrna Dube, Parks Foundation
Dale Henwood, Canadian Sport Institute Calgary
Reid Bilben, Alberta Sport Development Centre - Calgary Region
Eoghan Curran, Alberta Sport Connection
Gord Norrie, Calgary Sports and Entertainment Corporation
Ralene Goldade, Calgary Senior High School Athletic Association
Greg Steinraths, The City of Calgary
Jeny Mathews-Thusoo, The City of Calgary
Kathy Urquhart, Special Olympics Calgary
Marco De Iaco, Calgary Sport Tourism Authority
Holly Swinton, Calgary Sport Tourism Authority
Jeff Daniels, Calgary Sport Tourism Authority
Penny Werthner, University of Calgary
Kurtis Kinnear, University of Calgary

Direct Delivery Expert Panel

Joe Grainger, The City of Calgary (Chair)
David Torres, The City of Calgary (Vice Chair)
Jeff Booke, Repsol Sport Centre
Brian Hansen, Calgary Sexual Health Centre
Murray Chrusch, Alberta Health Services
Lea Wiens, Sport for Life Society
David Legg, Mount Royal University
Kim Koss, Calgary Chamber of Commerce
Marvin Yellow Horn, Member at Large
Greg Steinraths, The City of Calgary
Dawn Burke, The City of Calgary
Keely Willment, The City of Calgary
Sarah Iley, The City of Calgary
Leanne Squair, The City of Calgary

Engage Resource Unit and Corporate Research. The City of Calgary

Martin Kemp
Kimberly Jones
Kristen Brown
Megan Myers

Stakeholder Engagement

Ideas, thoughtful questions, and feedback were submitted by over 200 individuals, organizations and members of Administration. Approximately 700 hours were contributed by participants representing active aging, sport organizations, education, social services (youth), private sector, affordable housing, facility partners, welcoming communities, health services, LGBTQ, adaptive sport and Administration.

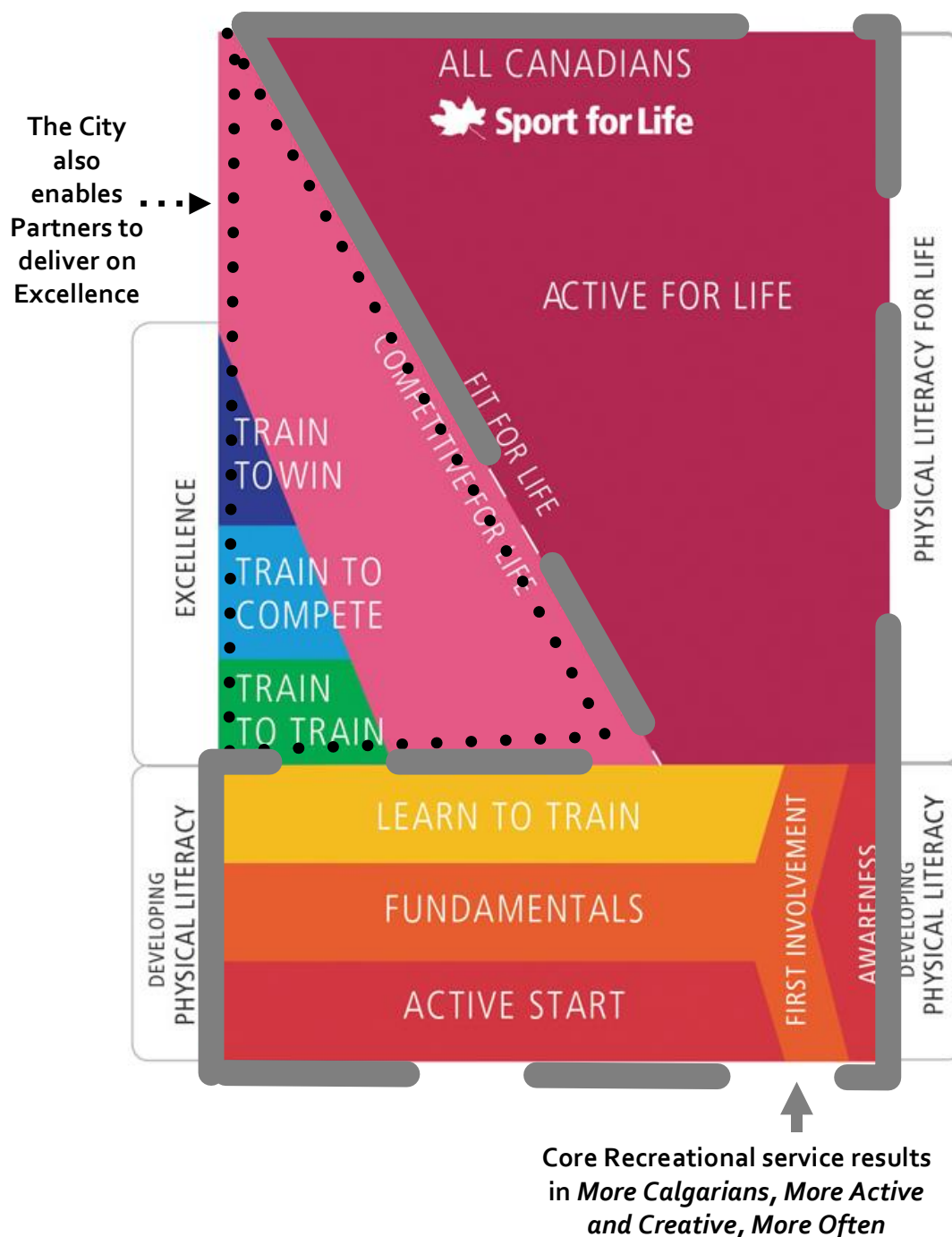
Of the 145 participants in the 12 focused discussions, the following people authorized The City to publish their names. **THANK YOU!**

Annelies VanderLaan	Curtis Kennan	Marc Iturriaga	Natalie Huber
Jon Bateman	Gulrukh Alamgir	John Mykes	Steven Meeker
Dominic Shaw	Cheryl MacLeod	Derek Hann	Kevin Forbes
Kasey Aiello	Jeff Booke	Katie Fipke	Pearl Dape
Jason Dyck	Kelly Smith	Kevin Baggott	Kitty Jones
Shane Esau	Cynthia Watson	Jennifer Wallace	Hayes Scott
Tessa Gallinger	Dexter Charles	Ralene Goldade	Diana Peters
Sam Chang- Foidl	Jennifer Duncan	Karen Durbeniuk	Steven Duguay
Suzanna Tangen	Fatima Mensah	Emily Gauthier	Kelly Ernst
John Byron Castrillon	Julian Neumann	Nadeen Halls	Anastasia Bucsis
Vinay Dattani	Vic Lantion	David Legg	Dan MacGregor
Eddie Alsammarraie	Brent Topilko	Jodi Meyer	Jennifer Konopaki
Charles Richard Cotton	Tami Reid	Dan Ouimet	Vi Tran
Elisabeth Staniecowski	Kevin Gerrits	Tazim Esmail	Jon Snoxell
Lorna Shannon	Jason Shenher	Tony Palmer	Keith Ennes
Graham Thomson	Jane Crawford	Kyle Shawfelt	Darcy Whitaker
Sam Vongprachanh	Jarret Hoebbers	Katy Lucas	Maria Deitz
Virginia Dilger	Kylie Reid	Stuart Rose	Shannon Olafson
Farley Klotz	Nora Ansah	Steve Nagy	Lori Gaffney
Colin Ogilvy	Deanna Bradley	Jared Hidber	Mike Marshall
Kevin Kobelka	James Murray	Budd Brazier	Burgundy Biletski
Alana Forbes	Charity Alcocer	Theresa McIsaac	Mary Holley
Edward Spelier	Levin Ifko	Henry Scheil	Glenn McAuley
Donna Dixon	James Wong	Robyn Alford	Ron Coggan
Ariam Wolde-Giorgis	Kevin Wong	Saima Hassaan	Nathaniel Miller
Janos Englert	William Bridel	Rodney Noel	Tom Sloan
Kathy Worthington	Craig Sklenar	Ashley Fox	Ayotunde Kayode
Albi Solepeters	Tj Fedyk	Shelley Rudd	Don Patrician
Erik Van den Eynden	Jim Sinclair	Murray Chrusch	Arim Keymaram
Chris Sang-Hun Lee	Hadeel Qazzaz	Saba Ahanchi	Wendy Walker

Special thanks to the youth participants from Big Brothers and Big Sisters, The Calgary Bridge Foundation for Youth and the Boys and Girls Clubs of Calgary.

Long-Term Athlete Development

Starting in 2002, Sport Canada - the Canadian governmental agency responsible for sport - invested in Canadian Sport for Life and Long-Term Athlete Development, a sport-science based framework and philosophy for promoting lifelong engagement in sport and physical activity.



Results Based Accountability Framework Summary

The following results based accountability framework summary will guide the implementation, monitoring and reporting of the proposed Sport for Life Policy. The measures will be refined further to align with the Calgary Recreation Zero Based Review and One Calgary (2019-2022).

HEADLINE Population Indicators

% of adult Calgarians physically active enough to experience health benefits.
 % of 5-17 year-olds that accumulate 60 minutes of moderate to vigorous physical activity per day.
 % of 5-17 year-olds that meet the Canadian Sedentary Behaviour Guidelines.
 % of Calgarians who agree they have easy access to places where they can get physically active.
 % of Calgarians who strongly agree they have access to and information about sport programs.
 % of Calgarians¹ that regularly participate in (i) organized sport; and (ii) unstructured sport activity (e.g. play).

HEADLINE Performance Accountability Measures

how much did we do?	how well did we do?
# of participants (by key demographic) registered in: <ul style="list-style-type: none"> • introduction to sport programs; • recreational sport programs; • structured unstructured sport programs; and • community-level sport programs and initiatives. # of open spaces <ul style="list-style-type: none"> • available for unstructured sport (e.g. play); and • activated through the provision of structured unstructured sport programs. # of sport infrastructure population targets achieved.	% of sport programs and initiatives that achieve the quality sport experience standard. % amenity utilization by sport infrastructure type. % of clients that strongly agree that sport event processes are simple. % of customers / clients that agree that allocation practices are (i) fair (ii) equitable (iii) transparent and (iv) consistent.
is anyone better off?	
% of participants (or guardians) that strongly agree that sport programs are Accessible. % of participants (or guardians) that strongly agree that sport programs are Inclusive. % of participants (or guardians) that identify an increased comfort level in exploring sport choices. % of participants meeting the daily moderate to vigorous activity guidelines as a result of each program or initiative.	

¹ Broken down by demographic, where data is available, such as gender, age, quadrant and underrepresented group.

Cultural Plan Integrated Policy Framework

EXECUTIVE SUMMARY

In December 2017 Council approved the Implementation Plan for the Cultural Plan for Calgary that was approved in principle in 2016. At that time Administration was directed to develop and bring back an integrated policy framework to illustrate how The City's plans and policies interact with the Cultural Plan and move the Plan forward. While Council was impressed by the progress that partners such as Calgary Economic Development and Tourism Calgary have made on moving the Plan forward, Council sought to ensure that City departments were equally aligned in considering the importance of cultural vitality as a key measure of a livable and sustainable city.

This report provides an Integrated Policy Framework based on the Cultural Plan's five strategic priorities. Plans, policies and processes that influenced the Cultural Plan are identified, as are those that have been influenced by the Cultural Plan since its adoption. Through the practice of planning culturally the Integrated Policy Framework, along with the Cultural Plan's visions and actions, will continue to be used to shape City plans, policies and processes going forward.

The report also illustrates the direct linkages between the Cultural Plan and Council Directives and how the five strategic priorities connect across the lines of service that make up One Calgary, which shapes the future course of this work.

To date, over 35 Corporate plans, policies, guidelines and processes have been found to align and 14 Business Units have been involved in implementing the process of planning culturally.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council receive the Cultural Plan Integrated Policy Framework update and direct Administration to utilize the Framework to ensure that planning culturally is reflected in the development of future plans, policies and processes, including One Calgary.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 December 06, Council approved CPS2017-1203 Update on the Cultural Plan for The City of Calgary, including a proposed governance model under which to establish the Cultural Leadership Council. In addition, Council directed Administration to develop an integrated policy framework with the Cultural Plan that incorporates all other relevant Council policies and report back through SPC on Community and Protective Services by Q2 2018.

On 2016 November 31, Council approved the following recommendations in CPS2016-0867 Cultural Plan:

1. Receive Report CPS2016-0867 Cultural Plan for The City of Calgary, *Cultural Plan for Calgary* (Attachment 1) and *Culture Shift: A Summary of the Cultural Plan* (Attachment 2) for information;
2. Adopt in principle the overall *Cultural Plan for Calgary*;
3. Approve and implement the "Ten Priority Actions" (Attachment 2, page 5), where Administration is able to do so within existing budgets;
4. Direct Administration to incorporate key initiatives from the *Cultural Plan for Calgary* into the 2019-2022 Business Plans and Budgets for future Council consideration;

Cultural Plan Integrated Policy Framework

5. Direct Administration to:
 - a. Develop a governance model that includes key external partners along with a comprehensive implementation plan and detailed outcome measures;
 - b. Identify and implement ways to internally integrate “planning culturally” throughout all business units;
 - c. Update Council on the implementation of the “Ten Priority Actions”, and
6. Report back to Council through the SPC on Community and Protective Services no later than Q4 2017 with recommendations for Council’s consideration.

In 2014 November, Council approved *ActionPlan* 2015-2018, which included a request from Calgary Recreation for a one-time investment of \$250 thousand for the development of a City-wide Cultural Plan.

On 2010 June 21, Council adopted Report C2010-38 In-Camera – Cultural Capitals of Canada 2012 Application.

BACKGROUND

Calgary joined other leading cities in Canada and around the world with the adoption of its first Cultural Plan in November 2016. Cultural planning is a relatively new and evolving practice and has moved from a focus on planning for the cultural sector- developing major arts institutions and arts programming- to integrating a ‘cultural lens’ into all facets of city planning. By adopting a broad-based definition of culture, municipal governments have come to recognize its potential contribution to both address city-wide concerns and develop more livable urban environments.

The definition of culture for Calgary’s Cultural Plan is ‘anything that defines the unique identity of a community or group including social customs, language, music, seasonal and oral traditions, performing and visual arts, literature, built and natural heritage, cuisine, design, fashion and religious expression.’

Following emerging best practice, Calgary’s Cultural Plan (2015) was based on four main foundations, resulting in a made-in-Calgary plan (Fig 1):

Fig 1



Cultural Plan Integrated Policy Framework

The municipal policy review, conducted in 2014, included 20 Corporate and Partner documents. The influence of these plans and policies can be found throughout the vision statements and actions in the Cultural Plan's resulting five strategic priorities:

- Maximize Calgary's Diversity Advantage
- Grow Calgary's Cultural Sector and Creative Industries
- Activate Culturally Vibrant Neighbourhoods and Districts
- Reinforce Centre City as the Cultural Heart of the City
- Conserve and Celebrate Calgary's Built, Natural and Indigenous Heritage

To achieve these objectives the Plan proposed 50 actions, to be implemented in a phased approach: ten priority actions to be initiated 2016-2018, and remaining actions, which required further investigation to determine the resources required, 2019-2022. By the November 2017 update to Council, progress had been made on 30 of the 50 actions. The Cultural Plan also proposed integrating the practice of planning culturally throughout the Corporation to ensure that culture is considered in the development of plans, policies and projects.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

A review of key municipal policies and processes is considered essential to the development of a cultural plan. Alignment with these policies and plans supports implementation by providing direction, momentum and support. The use of an Integrated Policy Framework and alignment with One Calgary will help ensure that the cultural priorities of Calgarians will influence The City's plans, policies and processes going forward, contributing to a more inclusive, vibrant, economically diverse, safe and creative city.

Policy as part of Cultural Plan Implementation

The benchmarking research undertaken for the Cultural Plan, which examined the cultural plans of ten comparable cities, identified inter-relationships between the four levels of implementation on which cultural plans operate:

- the policy level, in providing leadership and guidance;
- the direct provision of facilities, programs, events, etc. that can be used by culture and creative organizations or the general community;
- sector support that consists of a number of areas in which the municipality can provide supportive assistance to the cultural and creative sector; and,
- the procurement of financial and other resources, including data gathering and cultural mapping.

A cultural plan is a mutually consistent and supporting system of strategies and initiatives in all these areas, but it starts at the policy level which provides the leadership. (Attachment 1)

The Cultural Plan for Calgary is cross-corporate and relies on broad-based community and Partner input and participation.

The roles for The City in implementation include leading, supporting, funding and facilitating the actions identified in the Cultural Plan. While these actions provide tactical direction, to achieve long-term progress on the Plan's five strategic priorities, implementation must also remain aligned with, and inform, key City of Calgary plans, policies, guidelines and processes. This will be most successful through embedding the practice of planning culturally throughout the Corporation.

Cultural Plan Integrated Policy Framework

Policy and Plan Framework

The starting place for the development of the Cultural Plan was the policy and plan context of The City and Partners. Using primary plans and policies such as *Imagine Calgary*, the *Municipal Development Plan*, the *Economic Plan for Calgary* and *Living a Creative Life* as context, the five strategic priorities that Calgarians identified through the 2015 engagement process found an immediate place of alignment and action.

While the priorities and actions of the Cultural Plan were informed by key City and Partner policies and plans, in turn, the Cultural Plan has influenced subsequent City of Calgary plans and policies as outlined in the integrated policy framework (Attachment 2). Partner plans and research have also been informed by the Cultural Plan, such as Tourism Calgary's *Destination Strategy* and Calgary Arts Development's *Building on Our Momentum*. In addition to influencing individual plans and policies, the Cultural Plan connects policies and plans across subject areas from heritage preservation, to diversity inclusion, to creative industry stimulation to neighbourhood urban design.

The Cultural Plan is one of 80 corporate plans identified in the City's Strategic Planning Framework's inventory of plans. It seeks to provide a common frame of reference to the complex world of culture, and how the various plans, policies and processes at The City can work together to achieve Council Directives in relation to cultural development.

The Cultural Plan has an iterative relationship with other City plans, policies and processes but it is through One Calgary that Administration can embed the Cultural Plan's strategic priorities and more firmly integrate the focus and resources of The City going forward. Strong and direct links to One Calgary are found through the number of 2019-2022 Council Directives (Attachment 3) and more than 20 Service Lines that relate to the Cultural Plan. (Attachment 4)

The planning culturally program, which involves integrating a cultural lens throughout the Corporation, will ensure that cultural resources and development will be considered in the development of plans, policies and programs going forward. The program has engaged 14 Business Units in an interactive process to identify barriers and opportunities to consider culture from both strategic and operational perspectives within their lines of service. A value proposition for using a cultural lens was developed and methods of implementation and sustainment are now being created, including performance measures and the identification of service line champions.

Although the program is in its early stages, exciting change has already taken place, as using a cultural lens has shaped projects including capital business cases, the planning of integrated civic facilities, Area Development Plans, Green Line City Shaping and the approach to future planning in Chinatown.

The visions and actions of the five strategic priorities in the Cultural Plan, and the practice of planning culturally, will help ensure the work undertaken through the varied service lines is informed by a source document that integrates the various facets of culture and provides a roadmap for prioritization and implementation. The Plan is another tool for service lines in turning the population curves that Council has identified.

In an emerging field of practice, the immediate interest and alignment of other policies and plans with the Cultural Plan is surprisingly strong, in part because cultural life, in the broadest sense, is an integral aspect of every Calgarian's life. As evidenced from the traction the Cultural Plan has already received, it is clearly an enabling document that fosters cross-corporate

Cultural Plan Integrated Policy Framework

collaboration, broadens understanding of our cultural life and identified the role of The City in influencing cultural development.

Stakeholder Engagement, Research and Communication

The Cultural Leadership Council (CLC) is one of the primary mechanisms to implement the Cultural Plan in a way that fully reflects the changing nature of Calgary's cultural life, and that leverages cultural activity taking place throughout the city in all strategic priority areas. Membership of the CLC is comprised of representatives from key stakeholder groups and Partners such as Tourism Calgary, Calgary Economic Development, Calgary Public Library, Federation of Calgary Communities, Action Dignity (formerly the Ethno-Cultural Council of Calgary), Calgary Arts Development and Calgary Heritage Authority. Some members steward Council-approved plans which strongly align with the Cultural Plan and some have plans that have already been influenced by the Cultural Plan. At the initial meeting of the CLC several other potential member groups were suggested, immediate opportunities for collaboration were identified and the group expressed excitement at championing the Cultural Plan in the community.

A corporate cultural network has been identified at the City through the chartering of the planning culturally program forming the basis of the inter-departmental network identified in the governance model.

Strategic Alignment

Based on the broad definition of cultural resources adopted by the Cultural Plan, alignment is found with The City of Calgary's guiding documents, from *ImagineCALGARY* to Council's 2019-2022 Directives for One Calgary.

The vision and targets in five core areas of *ImagineCALGARY* are directly related to culture: Aesthetic Enjoyment; Creative Self-Expression; Meaning, Purpose and Connectedness; Sense of Community; Economic Well-Being.

The Municipal Development Plan acknowledges that arts and culture programming, spaces, amenities and facilities play an important role in: building complete communities; adding to the cultural vitality of the city; contributing to economic development and prosperity; and fostering active and vibrant neighbourhoods.

A number of the 2019-2022 Council Directives for One Calgary align directly, as seen in Attachment 3.

The One City approach to planning culturally is in alignment with the Leadership Strategic Plan agreed to by the City Manager and Council. Specifically, this approach will meet the direction for a collaborative organizational team working together, with increased integration around the delivery of the Cultural Plan, an important element of the Arts and Culture Service Line.

Cultural Plan Integrated Policy Framework

Social, Environmental, Economic (External)

Social

Cultural life, in all its facets, strengthens the resiliency and social fabric of a city, facilitating and encouraging connections both within and beyond diverse social groups. Opportunities for Calgarians to develop, participate in or observe cultural life, across the spectrum of possible activities, fosters connections, creativity, understanding and trust. Culturally vibrant neighbourhoods build a shared sense of place, increasing safety and decreasing neglect and crime.

Environmental

Through the place-based approach of Calgary's Cultural Plan, cultural development contributes to environmental sustainability in a number of ways, including: through the preservation of natural and built heritage preservation and through public art projects that educate and encourage stewardship of the urban environment.

Economic

Cultural development contributes to economic growth and resiliency through supporting and expanding small business creation in areas such as interactive digital media, music, film and video recording. Cultural tourism is strengthened through creation and promotion of theme districts, major festivals and events, heritage preservation, excellence in live music and culinary opportunities. Recent studies indicate that vibrant communities are of the highest rated elements of appeal to new residents and businesses. Talent attraction and retention are key to sustained economic growth and resiliency.

Financial Capacity

Current and Future Operating Budget:

Current costs associated with the implementation of the Cultural Plan for Calgary are absorbed within the existing budget of Calgary Recreation. As the comprehensive implementation plan is undertaken across service lines any requirements of future operating budgets for 2019-2022 will be reflected in One Calgary.

Current and Future Capital Budget:

The need for any capital expenditures to fulfil elements of the Cultural Plan that require Council approval will be reflected in One Calgary.

Risk Assessment

The City of Calgary has invested funds to develop a made-in-Calgary cultural plan, with input from over 800 citizens and continuing commitment from many Partners and community groups.

If The City were not to fully implement the Cultural Plan, risks exist around not taking advantage of the economic, social, cultural and city-building benefits that will be felt by Calgarians.

**Community Services Report to
SPC on Community and Protective Services
2018 May 02**

**ISC: UNRESTRICTED
CPS2018-0253
Page 7 of 7**

Cultural Plan Integrated Policy Framework

REASON(S) FOR RECOMMENDATION(S):

Council directed Administration to incorporate key initiatives from the Cultural Plan for Calgary into the 2019-2022 Business Plans and Budgets for future Council consideration and further directed Administration to implement ways to integrate “planning culturally” throughout all business units.

The Integrated Policy Framework provides a way to continually identify City documents that support the Cultural Plan’s Strategic Priorities and integrate a cultural lens into the development of plans, policies and processes going forward.

ATTACHMENT(S)

- Attachment 1 – Best Practice Background: Cultural Plan Levels of Implementation
- Attachment 2 – Integrated Policy Framework
- Attachment 3 – Cultural Plan Alignment with 2019-2022 Council Directives
- Attachment 4 – Cultural Plan Priorities and 2019-2022 Lines of Service – One Calgary Opportunities

Best Practice Background: Cultural Plan Levels of Implementation

Policy Level

Provide Leadership and Guidance

Direct Provision

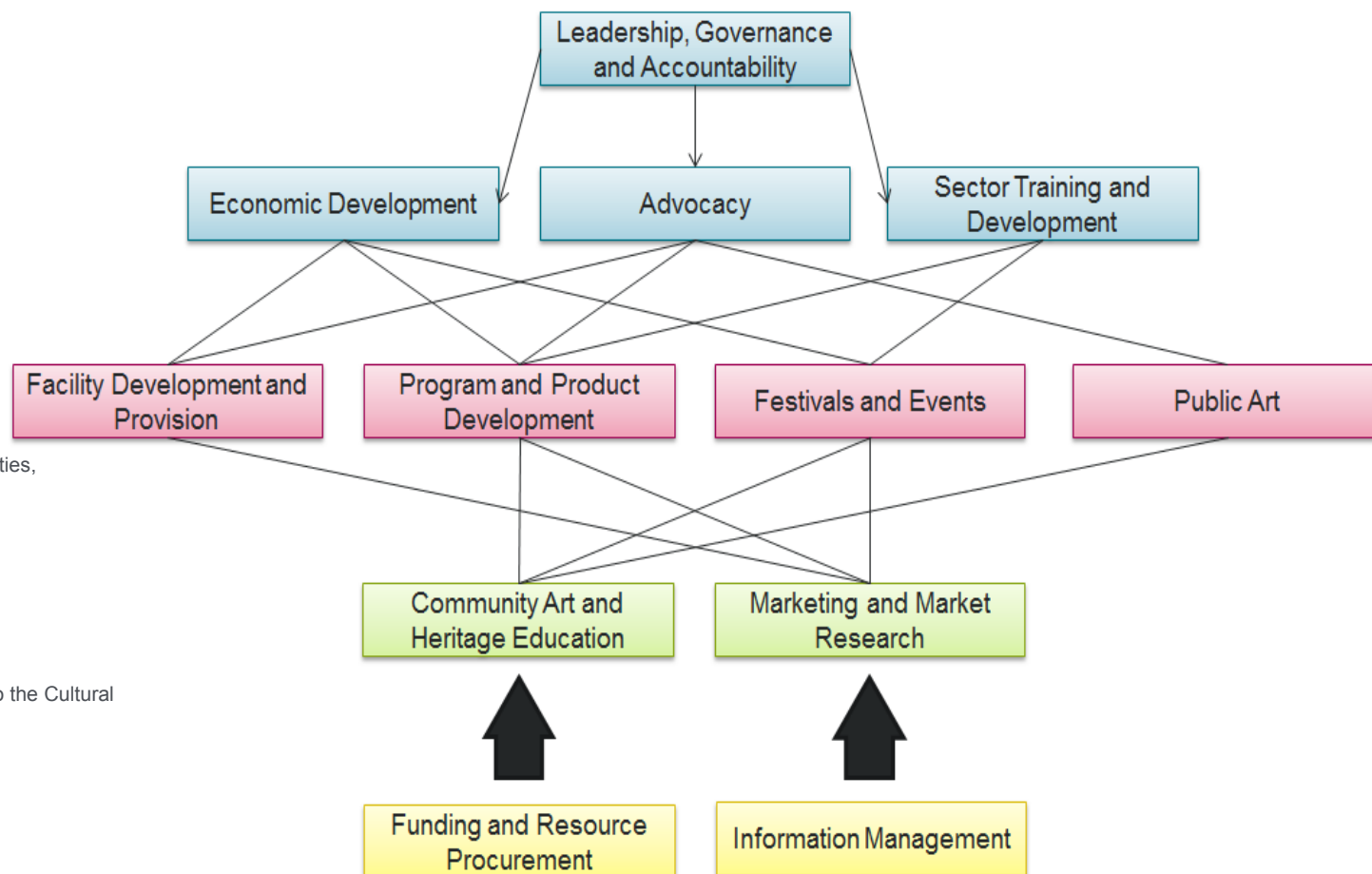
Direct Provision of Facilities, Programs, Events, etc

Sector Support

Supportive Assistance to the Cultural and Creative Sector

Resources

Financial and Other Resources



Source: TCI Management, Adapted by MDB Insight



Integrated Policy Framework: Influence and Align

Policies and plans that have been influenced by planning culturally and those that naturally align and support the Cultural Plan

Five Priorities of the Cultural Plan for Calgary

Maximize Calgary's Diversity Advantage	Grow Calgary's Cultural Sector and Creative Industries	Activate Culturally Vibrant Neighbourhoods and Districts	Reinforce Centre City as the Cultural Heart of the city	Conserve and Celebrate Calgary's Built, Natural and Indigenous Heritage
<ul style="list-style-type: none"> • Influence • Draft social wellbeing principles • Sport for Life Policy • Recreation Master Plan Update • Align & Support • Indigenous Policy • White Goose Flying & CAUAC Strategic Plan • Welcoming Communities Policy 	<ul style="list-style-type: none"> • Influence • Infrastructure business cases • Green Line City Shaping • Cornerstones Report • Destination Strategy (Tourism Calgary) • Building on Our Momentum (CADA spaces report) • Align & Support • Civic Art Policy • Centre City Plan • Living a Creative Life • Music Cities Initiative (GOA) • Digital Strategy (CED) 	<ul style="list-style-type: none"> • Influence • Tactical Urbanism • ARPs • TOD Guidelines • Green Line City Shaping • This is My Neighbourhood • Draft revised Civic Art Policy • Align & Support • Festivals & Events Policy • Public Art Policy/Master Plan • Living a Creative Life 	<ul style="list-style-type: none"> • Influence • Green Line City Shaping • Align & Support • Centre City Plan • Destination Strategy (Tourism Calgary) • Festivals & Events Policy • Public Art Policy • Living a Creative Life 	<ul style="list-style-type: none"> • Influence • ARPs • TOD Guidelines • Chinatown development • Green Line City Shaping • Align & Support • Indigenous Policy • White Goose Flying & CAUAC Strategic Plan • Heritage Strategy • Cultural Landscapes Policy • Festivals & Events Policy • Public Art Policy/Master Plan

Cultural Plan Alignment with 2019-2022 Council Directives

P: A Prosperous City (P1 – P5)

N: A City of Safe and Inspiring Neighbourhoods (N1 – N5)

W: A Well-Run City (W1 –W5)

M: A City That Moves (M1 – M4)

H: A Healthy and Green City (H1 – H6)

Cultural Plan Strategic Priorities

Maximize Calgary's Diversity Advantage



- **P3** attract and retain new talent
- **N2** engage in a way that encourages active participation across all ages, cultures
- **H4** reduce and prevent social isolation through public meeting spaces, mobility choices

Grow Calgary's Cultural Sector & Creative Industries



- **P2** growth industry:
 - travel and tourism with enhanced focus on arts, culture, festivals
- **P3** enhance support for entrepreneurs
- **P3** attract and retain new talent
- **H1** address climate change in a way that engages Calgarians

Activate Culturally Vibrant Neighbourhoods & Districts



- **P3** attract and retain new talent
- **N1** neighbourhoods and public spaces that are safe, accessible and inclusive
- **N2** a vibrant, community oriented culture
- **N2** encourage active participation in civic life
- **N2** improve connections through community hubs and partnerships
- **M2** walking, cycling, transit attractive choices
- **H5** accessible and affordable recreation programs
- **W3** eliminate impediments to citizens trying to make improvements

Reinforce Centre City as the Cultural Heart of the City



- **P2** growth industry:
 - travel and tourism with enhanced focus on arts, culture, festivals
- **P3** revitalize the city's downtown core
- **P3** attract and retain new talent

Conserve & Celebrate Calgary's Built, Natural & Indigenous Heritage



- **P2** growth industry:
 - travel and tourism with enhanced focus on arts, culture, festivals
- **N3** cherish and protect our heritage
- **N3** heritage processes that protect heritage assets



Cultural Plan Priorities and 2019-2022 Lines of Service

Alignment of Lines of Service and 5 Strategic Priorities of the Cultural Plan

Lines of Service	Diversity of People	Cultural/Creative Industries	Neighbourhoods & Districts	Centre City	Heritage
Arts & Culture					
Bylaw Education & Compliance					
City Planning & Policy					
Community Strategies					
Corporate Citizen Engagement					
Economic Development & Tourism					
Facility Management					
Fire Safety Education					
Infrastructure Support					
Library Services					
Parks & Open Spaces					
Public Transit					
Recreation Opportunities					
Social Programs					
Urban Forestry					



Cultural Plan Priorities and 2019-2022 Lines of Service

Alignment of Lines of Service and 5 Strategic Priorities of the Cultural Plan

Lines of Service	Diversity of People	Cultural/Creative Industries	Neighbourhoods & Districts	Centre City	Heritage
Police Services					
Public Transit					
Recreation Opportunities					
Sidewalks & Pathways					
Social Programs					