

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

CPS2017-0369 Civic Partners Annual Report Attachment 6
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CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

Vision: To be the voice for amateur sport.

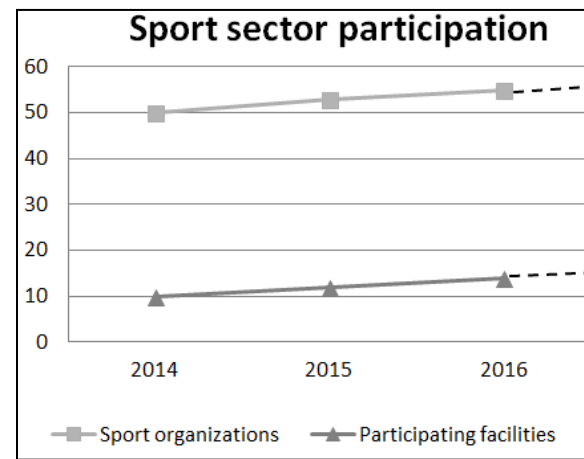
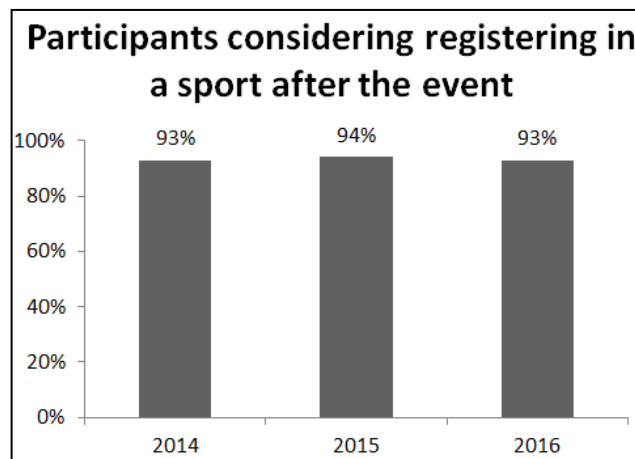
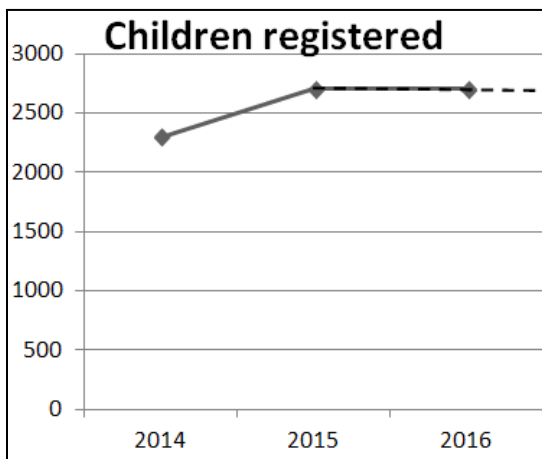
Mission: Through strong partnerships, Sport Calgary assists, supports, and influences the growth of amateur sport in Calgary.

2016 City Investment

Operating Grant: \$429,815

City owned asset? No

How did they do in 2016? Success of the All Sport One Day Event:



The story behind the numbers

All Sport One Day is a free day of sport discovery for children ages 6 to 12. Participants sign up for up to two sport discovery sessions, with over 50 different sport activities to choose from in 14 facilities across Calgary. All Sport One Day encourages multi-sport participation, which is one of the keys to physical literacy and an active lifestyle. The event has set new records for participation each year.

Snapshot of 2017-18 priorities

- Expand advocacy for sport in Calgary through improvements to governance, financial stability and diversification, partnerships, communications, events and education.
- Update facility demand study to support planning of new sports, including an economic impact assessment.
- Continue a lead role in the finalization and implementation of a new Civic Sport Policy.
- Host events including an All Sport in One Day, All Sport One City, Celebration of Sport, and 2018 Sport Summit.
- Improve the Sport Calgary web presence and include blogs, podcasts and videos.
- Search for new sponsorships opportunities.
- Build stakeholder base beyond current 65 member organizations. Effective January 1, 2017, membership fees are eliminated.

ATTACHMENT 6
CPS2017-0369



**Calgary Sport Council Society
Civic Partner Annual Report 2016**

1. **Organization Name:** Calgary Sport Council Society (operating as Sport Calgary)
2. **Fiscal Year:** 2016
3. **Latest Annual Report available and web address:** 2016 annual report available April 15, 2017
4. **Current Vision, Mission and Mandate:**

Mission: Sport Calgary assists, supports, and influences the growth of sport in Calgary.

Vision and Mandate: Sport Calgary is the voice for sport in Calgary. We are a volunteer non-profit society, representing sport in the city of Calgary. As an advocate of sport, we strive to assist, support and influence the growth of sport in Calgary by:

- Playing a lead role in the implementation of the Calgary Civic Sport Policy, and ensuring it continues to create a vision for sport in Calgary from introductory to high-performance levels.
- Continually identifying and assessing the needs of the sport community and facility stakeholders.
- Encouraging development and enhancement of appropriate facilities and the efficient utilization of current facilities.
- Fostering collaboration within the sport community and coordination of resources amongst stakeholders to develop and enhance facilities.
- Increasing the profile of sport in Calgary, and advocating the values and benefits of sport.
- Facilitating education and training opportunities for athletes, coaches, officials, administrators, parents and volunteers.
- Acting as a resource for sport organizations.
- Encouraging the hosting of sport events and sport tourism in Calgary.

YEAR IN REVIEW

5. **What key results of your organization in 2016 contributed to Council Priorities in The City's 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city? [The City of Calgary - Council Priorities](#)**

A city of inspiring neighbourhoods

Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

- Hosted the seventh annual All Sport One Day on June 18, 2016, providing sport opportunities for over 2700 participants in 3758 individual sporting sessions. This event introduced children ages six to twelve to 69 exciting sport discovery sessions offered by 55 sport organizations at 14 facilities throughout Calgary.
- Launched All Sport One City, an initiative that encourages adult Calgarians



to become more active in sport. Our first year saw over 1000 registrations, with growth expected to accelerate in future years.

- Engaged several facility-type advisory groups, allowing those groups to make their collective position clear on issues relevant to facility supply and demand.
- Provided governance assistance to sport and community associations, and promoted the Federation of Calgary Communities course on Board Leadership Development to local sport governing bodies.
- Advocated, promoted and helped introduce the Respect in Sport initiative that trains Calgary sport organizations' youth leaders to recognize, understand and respond to issues of bullying, abuse, harassment and discrimination. This partnership includes parents, coaches, athletes, referees and participants, and impacts hundreds of thousands of Calgarians in many diverse groups.
- Held a lead role on the Civic Sport Policy review and advocated its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry. Advocated for diversity on the Expert Panels that undertook the consultative process.
- Acted as a key stakeholder and central source to the sport community, functioning as a liaison and facilitator for connections between sport organizations in Calgary.
- Acted as a champion for Respect in Sport.

A healthy and green city

We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

- Played a lead role in the continued implementation of the *10 Year Strategic Plan for Sport Facility Development and Enhancement*.
- Connected with facility advisory groups (including pools, fields, diamonds, gymnasias) to discuss new recreation facility development, as part of our engagement strategy for the completion of the Sport Facility Supply and Demand Study.
- Continued a working relationship with PLAY Calgary, a cross-sectoral collective supporting physical literacy, physical activity, and the Canadian Sport for Life framework. Sport Calgary committed to assisting in a leadership and communications role.
- Supported the efforts of the Amateur Sport Grant Committee of the Parks Foundation and initiated discussions for expanding joint efforts.
- Joined the Calgary Multisport Fieldhouse Society in advocating for a new multisport fieldhouse that meets the must-have requirements of its stakeholders.

A prosperous city

Calgary continues to grow as a magnet for talent, a place where there is



opportunity for all, and the best place in Canada to start and grow a business.

- Through the facility demand study and consultative processes, we ensure sport infrastructure needs are represented. A Global Liveability ranking from the Economist Intelligence Unit in 2016 ranked Calgary as the fifth-best city in the world. Of the thirty factors affecting the ranking, approximately half are influenced by the quality of local sport and recreation.
- Supporting the implementation of the Event and Festival Policy as a member of the Event Advisory Committee.
- Worked with Calgary Sport Tourism Authority and Tourism Calgary to encourage and facilitate sport tourism in Calgary.

6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe how much you did, how well you did it, and how Calgarians are better off.

All Sport One Day Event

	Performance Measure	2014 results	2015 results	2016 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Children registered Total sport organizations Participating facilities	2,300 50 10	2,700 53 12	2,700+ 55 14	These indicators show the growth, popularity and influence of our All Sport One Day event. All Sport One Day has set new records for participation each year. Thousands of young people from across the city were able to participate in this free annual event,



**Calgary Sport Council Society
Civic Partner Annual Report 2016**

					helping connect families to facilities and sport organizations.
How well did you do it?	<i>Post-event survey</i> <ul style="list-style-type: none"> Rated experience “good” or “very good” Intention to participate next year 	93% 97%	93% 93%	93% 96%	These post-event survey results show the quality of experience provided at the event. All Day One Sport allows families and children to try new activities, which can lead to life-long passions. The event has become an annual tradition that parents and sports organizations look forward to each year.
How are Calgarians better off?	<i>Post-event survey</i> <ul style="list-style-type: none"> Considering registering in a sport 	93%	94%	93%	This indicator shows how effective All Day One Sport can be in encouraging children to get active and participate in community recreation and sport. Many families have shared how All Sport



					One Day encouraged their children to be physically active in personally meaningful activities.
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FINANCES

7. What resources were leveraged to support operational activities in 2016?

Sport Calgary’s primary source of funding is the City of Calgary. We understand the need to diversify funding sources, and the importance of ensuring the organization’s financial stability into the future. The proportion of total revenues provided by the City of Calgary under the operating agreement decreased significantly in 2016, to 72% of Sport Calgary’s total revenues. This reflects the increased focus on securing alternative revenue streams such as sponsorships. Previous year’s proportions were 87% (2014) and 91% (2015).

Other sources of funding for the fiscal year included a Community Initiatives Program (CIP) grant through the Government of Alberta, a grant through the Government of Canada, Sport Calgary membership fees, and various individual and corporate sponsors. Diversity of funding sources remains a priority for our organization.

Other sources of support include relationships with local, provincial, and national sport organizations, as well as considerable effort and contributions from partners, members and volunteers.

8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?

There are no changes planned to our projected 2017-18 budget. The level of sponsorships attained will be a variable source of revenue that may affect the net operating position for the year. Sport Calgary will continue to adhere to its projected budget and aim to complete the year in a break-even position. Costs will be frozen at a maximum of year-end 2016 levels, with further zero-based reviews currently underway. Revenue projections will reflect the need to secure additional sponsorship. There will be increased emphasis placed on leveraging effort and contributions from partners, members and volunteers.

9. Please describe the impact, if any, of the economic downturn on your organization’s operations or revenues including any adjustments you have made to your operations.

The current economic downturn has presented new challenges, especially as it



relates to sponsorship acquisition. Some of Sport Calgary's key events – notably the Celebration of Sport – are dependent on a sufficient level of individual and corporate sponsorships. These sponsorships are more difficult to secure given the uncertainty and cost challenges that local businesses are facing.

The downturn does present opportunities to realize cost savings in areas such as wages, meeting expenses, administration, special events, and office lease costs. Sport Calgary has been actively searching for cost savings in these categories to ensure a strong financial position.

During these economic conditions, there is an increased need for affordable accessibility to sport (facilities and programs) across all demographic segments of our diverse city. We will increasingly focus on helping our member organizations and their participants achieve this goal. Any surpluses realized from Sport Calgary events will be provided directly to amateur sport programs, rather than to Sport Calgary overheads.

LOOKING FORWARD

10. What are your priorities and deliverables for 2017-2018?

Sport Calgary will continue to expand its advocacy for sport in our city through targeted improvements in governance, financial stability and diversification, partnerships, communications, events, and education. We are committed to delivering a balanced budget.

We will commence work on an updated demand study for facilities. Through consultations at the grassroots level, this study will provide meaningful data to assist in the planning of new sports, on a basis that maximizes access for a diverse group of Calgarians. We're working in partnership with major foundations and organizations to help make that possible. Included in this demand study would be an economic impact assessment of the local economic benefit of sport.

We want to continue to take a lead role in the finalization and implementation of a progressive new Civic Sport Policy and its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry.

We plan on hosting our signature All Sport One Day, All Sport One City, and Celebration of Sport events and expanding their attendance. As well, we will be looking to actively partner with the City in hosting a 2018 Sport Summit. This event would maximize participation among partners such as the University of Calgary, Respect in Sport, Calgary Economic Development and Calgary Chamber of Commerce.



Our Sport Calgary web presence will be undergoing a strategic redevelopment in 2017. A new platform is being developed to achieve our objectives and ensure we add stakeholder value in a cost-effective, intuitive website. New content will be developed, such as blogs, podcasts, and videos, that will support our messaging.

We will continue to search for new sources of revenue from sponsorships, to add to the 64 excellent sponsors who supported our events in 2016.

As well, we will strive to build our stakeholder base beyond the current total of 65 member organizations. Our goal is to engage directly with all sport organizations in Calgary and their approximately 380,000 total registrants in sport activities. To that end, effective January 1, 2017, Sport Calgary membership fees have been eliminated.

UPDATE ON RISK MANAGEMENT AND GOVERNANCE

11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.

Tough local economy creating revenue challenges

These revenue risks are common across non-profit organizations in Calgary. This risk necessitates that we contain costs and find efficiencies to ensure we achieve a net break-even, while delivering real value to our partner organizations who face similar pressures themselves. This risk is also being managed by finding creative ways of engaging sponsors in sponsorship opportunities that align with our organization's purpose. Other sources of support include relationships with local, provincial, and national sport organizations, as well as considerable effort and contributions from partners, members and volunteers.

Voice being "lost" in the complex network of local sport organizations

This risk is being managed by ensuring the events, resources and news provided by Sport Calgary are clearly branded and differentiated from local sport organizations. New tools are being developed – such as an updated website with interactive content – that will support Sport Calgary's position as the voice of sport in Calgary.

Limited resources

With a small team and limited financial resources, it's important that we set clear priorities to ensure our efforts are effective. We will continue carrying out our key mandate of supporting the grassroots sports community and advocating for them in the Civic Sport Policy Review. There are major sports challenges and questions facing our community and Sport Calgary will dedicate its efforts where appropriate as a key stakeholder.

12. Summarize any activities in 2016 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions,



risks faced by the organization, or other information needed to make informed decisions.

The board meets regularly throughout the year to focus on external, internal, and governance issues. Each of these issues is represented by a Standing Committee that meets regularly. The board is comprised of professionals and experts from the industry who maintain knowledge and awareness of industry trends. The CEO regularly reports on economic conditions and organizational risks, both at formal board meetings and in routine discussions with members of the Board.

Not-for-profit membership with the Institute of Corporate Directors (ICD) was implemented to ensure Board members have exposure to industry trends and best practices in governance. As well, a subscription to PolicyPro, a service for Alberta not-for-profits, was established.

Sport Calgary implemented new board governance processes in 2016, including a new framework for board and committee meetings, to ensure continual improvement in our governance practices. We also take a lead role in assisting local sports organizations (for those who require it) in establishing effective governance through seminars and workshops.

13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.

An Annual General Meeting (AGM) is being held on May 3, 2017. Any changes to the current board will be announced on that date. There is expected to be up to two vacancies that will be filled, and we will seek applicants through different channels to ensure that quality and diverse volunteers apply.

Sport Calgary is totally committed to all aspects and principles of diversity. Recognizing this, we are committed to building diversity in our Directors and leadership team.

In regards to succession plans, our board operates with staggered terms to ensure continuity of succession. Organizational development and succession plans are a standing item at quarterly Board meetings. Our new Standing Committee structure also facilitates Board succession. Orientation for new staff and Board members helps ensure continuity of operations, as well as exit interviews.

A management succession plan is in place that is reviewed quarterly.

14. (a) Mark an "X" by all statements that apply to your organization:

Our organization uses:



- Defined term limits for Board members
- A skills and experience matrix to identify gaps on the Board and recruit new board members.
- A structured process for identifying, monitoring and managing risk.
- A Board policy for risk management.
- A risk map, matrix, register or similar tracking tool to assess the risks we face.
- A risk management plan or other tool that is updated at least annually.
- Tools to communicate key risks to the Board at least annually.
- A Board committee delegated with the responsibility for oversight of our organization's risk management practices.
- N/A A formal crisis management, business continuity, or similar plan to be ready for an emergency situation.

(b) Add any additional comments about your organization's risk management practices:

Sport Calgary works closely with our insurance providers to ensure sufficient coverage. We ensure vulnerable sector checks are completed for any volunteers, members, or partners that attend our events where vulnerable populations may be present.