



## 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.<sup>i</sup> 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.<sup>ii</sup>
- 1.4 The City acknowledges that Sport is a fundamental human need for all ages and stages of life.<sup>iii</sup>

### 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.<sup>iv</sup>
- 3.2 “Active Start” means learning FUNdamental movements and linking them together in play.<sup>iv</sup>
- 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.<sup>iv</sup>
- 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.).<sup>v</sup>
- 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.<sup>vi</sup>
- 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.<sup>iv</sup>
- 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.<sup>iv</sup>
- 3.13 “High Performance Sport” means Calgarians are systematically achieving world-class results at the highest levels of competition through fair and ethical means.<sup>vi</sup>
- 3.14 “Introduction to Sport” means Calgarians have the fundamental skills, knowledge and attitudes to participate in Organized and Unstructured Sport.<sup>vi</sup>
- 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.<sup>vii</sup>
- 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.<sup>iv</sup>

- 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.<sup>viii</sup>
- 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.<sup>ix</sup>
- 3.20 “Participation” refers to athletes or participants practicing Sport. It does not refer to leaders, volunteers, coaches, officials, or administrators.<sup>x</sup>
- 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.<sup>vii</sup>
- 3.22 “Partner” means an independent organization that agrees to collaborate with The City to deliver positive Results for Calgarians.<sup>xi</sup>
- 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.<sup>xii</sup>
- 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.<sup>vii</sup>

- 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.<sup>xiii</sup>
- 3.26 “Recreational Sport” means Calgarians have the opportunity to participate in Sport for fun, health, social interaction and relaxation.<sup>vi</sup>
- 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.<sup>x</sup>
  - 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.<sup>xiv</sup>
- 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.<sup>iv</sup>
- 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.<sup>iv</sup>
- 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.<sup>iv</sup>
- 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.<sup>xv</sup>

#### 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, Indicators 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, Indicators 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, Indicators 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 gymnasias	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

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- 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.