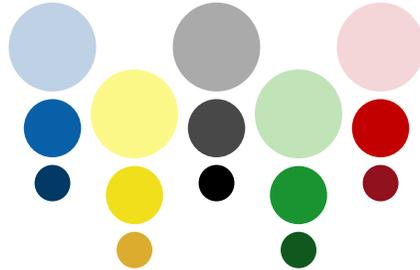


# *An Opportunity to Excel*

*A Framework for the Development and Delivery of Sport  
for Calgary*

## **Executive Summary**



September 2005

September 2005

Prepared by

Jocelyn Burgener  
SEGUE Consulting International Ltd.



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*An Opportunity to Excel*  
*A Framework for the Development and Delivery of Sport for Calgary*



September 1, 2005

Dear Mayor Bronconnier,

On behalf of the Civic Sport Policy Steering Committee, I am pleased to provide our report, entitled *An Opportunity to Excel: A Framework for the Development and Delivery of Sport for Calgary*, an unprecedented, timely and visionary policy framework that reflects the spirit of Calgary and its unique sport culture.

Over the past 20 months, through consultations with community stakeholders and sport leaders in Calgary, the Civic Sport Policy Steering Committee has developed a policy framework that acknowledges the social and economic benefits of sport and enables The City of Calgary and its partners to work collaboratively toward an inclusive, innovative and unified vision for sport.

With our population approaching one million, now is the time to envision a future that recognizes the importance of sport for all Calgarians from the grassroots levels to the country's Olympic best. We believe this is a city that embraces big ideas, and the development of this policy is a big idea. In fact, a municipal sport policy of this scope is without precedent in North America and represents the first of its kind in Canada.

We share Council's vision "to create a city where people want to live and do business." We believe that sport is an important part of the active lifestyle that defines the city and attracts thousands of tourists and new Calgarians every year seeking an enhanced quality of life.

The policy review is aligned with current research that emphasizes the importance of physical activity in youth. Sport gives our youth more than just physical well-being, it contributes to their development both psychologically and socially as good citizens. Sport also fosters an environment that levels the socio-economic playing field and empowers often marginalized and underrepresented groups.

The development of this policy framework is also timely with the return of the Olympic Games to Western Canada in 2010. This represents both an opportunity and a challenge to maintain Calgary's position as Canada's high performance winter sport training centre. With over 200 national team athletes living and training in Calgary, the report also recognizes the ongoing contribution of our Olympic legacy to the uniqueness of Calgary's sport culture.

We believe that the time is right for The City of Calgary to embrace its sport culture and trust that the recommendations provided in the report will enable you and members of Council to proceed with the adoption of a Civic Sport Policy.

Yours truly,

Russell Reimer  
Chair, Calgary Sport Policy Steering Committee

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# Executive Summary

## A FRAMEWORK FOR THE DEVELOPMENT AND DELIVERY OF SPORT FOR CALGARY

Calgary’s growth and prosperity has put significant pressure on community-based sport organizations and recreation facilities. The increased demand for programs has coincided with funding pressures and a limited ability to recruit volunteers, coaches and officials has further compromised programs. The Calgary Sport Council identified **“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”**, (10.03 CSC) and requested the development of a Municipal Sport Policy. With the support of City Council a Steering Committee was established to consider these implications, craft a policy framework and make recommendations for Council’s consideration.

“*DEVELOP A POLICY THAT ENABLES THE CITY OF CALGARY AND ITS PARTNERS TO WORK COLLABORATIVELY TOWARD A COMMON VISION OF SPORT AND ACTIVE RECREATION IN CALGARY, RECOGNIZING THE QUALITY OF LIFE AND ECONOMIC BENEFIT THEY GENERATE.*”

STEERING COMMITTEE MISSION DOCUMENT

The Steering Committee established the following principles to guide the process:

- Maintain an inclusive process involving a representative sample of Calgary’s larger sport community.
- Be open and transparent.

- The City of Calgary Administration and project Steering Committee will collaborate with the relevant stakeholders.
- Create opportunities for input and feedback from a cross-section of sport stakeholders.
- Consider the implications of the policy to the sport and active recreation community.

The review addressed the following key areas: Infrastructure, Accessibility, Event Bidding & Hosting, Promotion & Branding, Stakeholder Roles, Leadership, Recognition of Athletes, Coaches & Volunteers, and Grants & Funding. Working with Administration, a process was developed to create a clear, publicly supported policy that shares the value and contribution of sport to the City. Acknowledging the Triple Bottom Line the economic impact study of sport was conducted to identify and focus on investments and recognize returns.

The community was engaged to develop a complete picture of sport in Calgary and the role of stakeholders in it. The review identified and incorporated Best Practices into the policy and established an implementation strategy ensuring further collaboration and input from the public and stakeholders.

The report, *A Framework for the Development and Delivery of Sport for Calgary*, is uniquely aligned with both federal and provincial initiatives providing an opportunity for Calgary to lead the nation with a visionary strategy. The scope of this policy is without precedent in North America for a municipal jurisdiction, as the review process extended beyond an assessment of capacity and identified the economic and socio-cultural contribution of sport to the community at large.

A sense of urgency was identified through the policy review. Calgary has a narrow window in its capacity as a pre-Olympic training centre



to maximize its considerable expertise and reputation and to reinvigorate our Olympic legacy. Once the focus shifts to the coast, the physical and human infrastructure will be lost. Without a specific high performance strategy, Calgary will be eclipsed by the 2010 Olympic Winter Games. Consequently, the opportunity to reposition our facilities and expertise over the next five years and continue to provide world-class training and competition cannot be squandered or delayed.

## Recommendations

With the understanding that the policy provides an opportunity to craft a role for civic engagement, create new partnerships and articulate Calgary's leadership, the Steering Committee recommends that a coordinated strategy be developed to:

1. Create a process, establish parameters and ultimately engage Civic leadership to ensure sport is an integral component of the social, economic and environmental vision for Calgary.
2. Develop a policy that enables the City of Calgary and its partners to work collaboratively toward a common vision of sport and active recreation in Calgary, recognizing the quality of life and economic benefit they generate.
3. Fund the operations of the Calgary Sport Council for five years.
4. Identify short, medium and long term strategies and develop an implementation plan.
5. Prepare a communications plan to create awareness, build support, and assist in the implementation of the Civic Sport Policy.



“  
..THE ECONOMIC BENEFITS AND VALUE OF AMATEUR SPORT ARE OFTEN OVERLOOKED AND UNDERVALUED BY DIFFERENT LEVELS OF GOVERNMENT AND BY THE GENERAL POPULATION. THE PURPOSE OF THIS REPORT IS TO PROVIDE A MEASURE OF THE SIGNIFICANCE THAT THE AMATEUR SPORT SECTOR HAS ON THE ECONOMY OF CALGARY.

*THE ECONOMIC SIGNIFICANCE OF AMATEUR SPORT IN THE CITY OF CALGARY IN 2002*

SECTION ONE

Summary Report

1.1 BACKGROUND

Calgary's growth and prosperity has put significant pressure on community-based sport organizations and recreation facilities. The increased demand for programs has coincided with funding pressures and a limited ability to recruit volunteers, coaches and officials has further compromised programs. The Calgary Sport Council formed in November 2000, to determine issues and challenges in the delivery and development of amateur sport in Calgary, identified "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", (22.04.04 CSC) and requested the development of a Municipal Sport Policy. With the support of City Council a Steering Committee was established to consider these implications, craft a policy framework and make recommendations for Council's consideration.

A policy of this scope is without precedent in North America for a municipal jurisdiction. The review process extended beyond an assessment of capacity and identified the economic and socio-cultural contribution of sport to the community at large. From the outset, emphasis was placed on a coordinated strategy to determine a broad range of community-based objectives and develop appropriate implementation strategies.

With this perspective the review envisioned a long-term approach, respecting multi-year budget cycles, and accommodating potential administrative realignment. The process contemplates a significant communication strategy reflecting Calgary's reputation for innovation and leadership in corporate social responsibility.

The issues identified in developing the policy framework exemplify the benefits of the Triple Bottom Line (TBL) policy planning process. In addition the long term goals and implementation strategies align with Council's objectives for imagineCALGARY®.

“THE STRONG BUSINESS COMMUNITY IN CALGARY, AFFORDABLE HOUSING AND THE ALBERTA LIFESTYLE HAVE CONTRIBUTED TO THE LARGE INFLUX OF PEOPLE FROM OTHER PROVINCES AND COUNTRIES TO CALGARY. THIS YEAR, THE EXPECTED POPULATION GROWTH WILL BE 1.7% COMPARED TO THE NATIONAL AVERAGE OF 1.0%.

THE CALGARY HERALD 04.12.04



1.2 KEY FINDINGS

The key findings have been developed from the consultation with stakeholders, and the research projects specifically undertaken for the policy review, an extensive analysis of concurrent research, trends and policy initiatives identified by the Steering Committee and the gap analysis presented in the provincial policy, "A New Century for Amateur Sport: From Participation To Excellence", Government of Alberta 2003.

1.2.1 Survey of Calgary Sport Organizations

Hargroup Management Consultants, Inc. January 2005

Findings

CIVIC ROLE: Sport organizations support the role the City plays in amateur sport and recreation, advocating in partnership with communities and organizations for increased participation and availability of programs. Resources should be allocated to facilities as capital expenses are often

beyond the means of organizations. The City has an important role to play in attracting national and international sport events in cooperation with sport organizations.

**ORGANIZATIONAL CAPACITY:** There are insufficient resources across the system, including inadequate funding, and reduced numbers of volunteers and staff. There is a need to allocate resources to attracting, training and recruiting coaches and officials. The insufficient capacity is seen as a deterrent to further development for organizations.

**OPERATIONAL CAPACITY:** Organizations indicate that facilities are safe and accessible but inadequate, and the funding is insufficient for ongoing maintenance, amenities and for marketing and promotions. There are reasonable operational funds to maintain programs however there are definite fund development challenges that impact program development and long range planning.

**Analysis**

Develop strategies to:

- Recognize importance of civic leadership
- Maintain quality and condition of facilities
- Provide sustainable, multi-year funding
- Coordinate with existing provincial and national policies
- Build organizational capacity through strategic partnerships
- Utilize sport organizations
- Build human capital; coaches, athletes, officials, facility managers
- Address potential barriers to sport participation

**1.2.2 The Economic Significance of Amateur Sport in the City of Calgary in 2002**

*Caminata Consulting, January 2005*

Highlights	Calgary 2002	Edmonton 2000 (Comparative Data)
Economic Impact	Annual spending on amateur sport totaled \$728.9 M. Calgarians spent a total of \$484.8 M (\$1,388 per household)	2001 spending on amateur sport and active recreation totaled \$540.7 M (\$1,454 per household)
Government Spending	Total \$56.4 M for 2002 • Federal: \$5.0 M • Provincial \$20.9 M • Municipal: \$7.9 M net after deducting revenues from user-fees • Educational Institutions \$22.6 M net spending	Total \$93.78 M for 2000 One Time World Triathlon \$32. M Provincial \$21.3M Municipal \$14.1  Educational Institutions \$26.39
Corporate	Private Sector: \$37.8 M	\$6.7 M in 2001
Sport Tourism	\$47.6 M events attributed to direct spending from events held by 59 Calgary sport groups	\$28.0 M/101 sport groups
Volunteer Time	Calgarians devoted a total of 4.3 M hours of volunteer time to amateur sport. The value of this time at market wages is \$73.7 M	4.4 M Hours \$73.2 M

**Findings**

The economic impact of amateur sport is significant; however, few studies have been undertaken to measure it. From the data available Edmonton has received over six times the public funding of Calgary.

The societal impacts associated with sport include enhanced health and wellness, reduced incidence of crime and other social problems and an

improved sense of well-being among participants. The economic benefits and value of amateur sport are often overlooked and undervalued. The economic implications of reduced health care and social justice costs and the benefits of active citizens need to be quantified and considered in establishing spending priorities for sport.

Sport stimulates local and national pride within communities where a successful athlete or team resides. Hosting major sporting events provides the opportunity for communities to benefit from legacy programs.

Sport programs and organizations rely on Calgary's volunteer commitment.

## Analysis

Develop strategies to:

- Profile the economic impact of sport
- Address the discrepancy between levels of funding received by Edmonton and Calgary
- Examine corporate resourcing for sport
- Promote Sport Tourism
- Increase coordination and promotion for Event Hosting and Bidding
- Promote benefits of healthy lifestyle choices associated with sport
- Partner on health and wellness strategies
- Support volunteer commitment to sport

## 1.2.3 Social and Cultural Benefits of Sport in Calgary

*Douglas Brown Consulting May 2005*

### Findings

The community clearly benefits from active sport organizations, providing safe environments for social interaction. Sport crosses cultural, gender and social lines in a unique model that brings people together in new and interesting social configurations. Sport helps level social inequalities and empowers different sectors of society. For all ages the values of citizenship and leadership are often developed through sport at the community level.



Sport improves the quality of life or is life-enhancing and unifies communities, fostering a collective sense of identity. Sport generates pride and identity and exemplifies excellence. Calgary's rapidly growing population has had the most significant impact on facilities shortages and in some areas infrastructure defines the "have" and "have not" communities.

*“THE MORE CALGARIANS PARTICIPATE IN SPORT, THE MORE LIKELY THEY AND THE CITY WILL BENEFIT.”*

*SURVEY OF CALGARY SPORT ORGANIZATIONS*

Socio-economic inequalities are the greatest barrier to access. Accessibility to facilities is complicated by a number of social forces including transportation and scheduling. Some assistance is available for sports that are presumed to be economically out of reach to all children who want to play. The diminished role of educational institutions in providing opportunities for participation in sporting activities highlights a concern regarding barriers to access.

Communities support and recognize the social and economic value of hosting and marketing sporting events. Calgary's sport identity lacks

a strong historical dimension, hosting few “high profile” international competitions or annual grassroots events that contribute to a well-developed sport identity. Calgary lacks re-occurring annual events that consistently draw participant and non-participant sport tourists.

Calgarians’ sport identity extends beyond the geographical boundaries of the City (including the Banff, Canmore, and Kananaskis regions).

**Analysis**

Develop strategies to:

- Increase commitment to community-based sport programs and organizations
- Provide clear guidelines for infrastructure allocations
- Review the socio-economic findings with current civic initiatives
- Review fees and scheduling to increase access to programs
- Engage educational institutions and increase access to sport opportunities
- Partner with all levels of government on shared initiatives, especially socio-economic objectives
- Increase Event Hosting and Bidding

*“EVIDENCE OF THE BENEFITS OF RECREATION AND PARKS ACTIVITIES, PARALLEL THE UNDERSTANDING THAT ‘DETERMINANTS’ OF HEALTH, APPROPRIATE SOCIAL BEHAVIOR AND LIFELONG LEARNING CREATE HEALTHY, CARING, RESPONSIBLE AND KNOWLEDGEABLE PEOPLE AND HEALTHY, CRIME AND VIOLENCE FREE COMMUNITIES.*

*ALBERTA RECREATION AND PARKS ASSOCIATION STRATEGIC CONSIDERATIONS FOR RECREATION AND PARKS: IN SUPPORT OF THE ALBERTA VISION*

**1.3 CONCURRENT RESEARCH**

**1.3.1 Edmonton Sport Council**

**Findings**

Civic support for sport exemplifies a Best Practice. A comparison of municipal funding between the Edmonton and Calgary Sport Councils is summarized as follows:

Budget Information	2004	2005
Edmonton Sport Council Approved Municipal Budget Allocation	\$166,242	\$169,700
Calgary Sport Council Approved Municipal Budget Allocation	\$0	\$0

National comparatives further demonstrate levels of municipal support for “arm’s length” sport councils. Support varies from direct funding to facilitating fund raising and/or in-kind support. Examples include:

Municipality	Civic Contribution
Halifax	1M Annually
Hamilton	In-kind Operating (Rent)
London	\$203,000
Victoria	In-Kind Support and \$10,000

**Analysis**

Develop strategies to:

- Provide sustainable funding for the Calgary Sport Council

**1.3.2 Vancouver 2010 Olympic Winter Games**

*Own the Podium – 2010*

**Findings**

The program marks the first time Canada’s winter sport organizations have come together with their sport partners to map out a comprehensive plan that, if fully implemented, would give Canadian athletes the required financial and infrastructure support to help them perform at their highest potential.

Canada's success rate can be improved through increased Games preparation, technology, research and development, and human performance research. Calgary is integral to this process.

Canada needs to change its current fragmented funding system by creating a high performance body to distribute funds to winter sports.

Calgary has a narrow window in its capacity as a pre-Olympic training centre to maximize its considerable expertise and reputation and to reinvigorate our Olympic legacy. Once the focus shifts to the coast, the physical and human infrastructure will be lost. Without a specific high performance strategy, Calgary will be eclipsed by the 2010 Olympic Winter Games. Consequently, the opportunity to reposition our facilities and expertise over the next five years and continue to provide world-class training and competition cannot be squandered or delayed.

### Analysis

In the lead up to the 2010 Vancouver Olympic Games coordinate with stakeholders to review the impact of the Games on facilities and programs and develop an action plan

### 1.3.3 Ways Towards Achieving The Sustainable Development Of Sport

*Dr. Hans Jageman, German Sports Association, 2003*

### Findings

This report, presented at the 4th Pierre de Coubertin School Forum Arenzano, focused on the impact of sport on the environment. Sport and its associated activities impact the environment. Land use, infrastructure and transportation associated with sport have long-term implications for the environment.

“  
 REQUESTS FOR AMATEUR  
 SPORT FUNDING EXCEED  
 \$1,000,000 IN  
 CALGARY EACH YEAR,  
 BUT THE CALGARY  
 SPORTS LEGACY IS  
 ONLY ABLE TO PROVIDE  
 \$250,000.

*CANADIAN SPORT CENTRE  
 BENEFITS OF HEALTH AND  
 PHYSICAL ACTIVITY FOR  
 CALGARY AND ITS CITIZENS*

### Analysis

Develop Best Practices to address environmental impacts

### 1.3.4 Event Bidding and Hosting/Sport Tourism

### Findings

Calgary Economic Development utilizes research-based marketing strategies and collaborates to promote business development. Event Hosting and Bidding represents an important part of that strategy. Local, provincial, national and international opportunities are not currently being realized.

The Sport Organizations Survey, the Economic Impact Study and the Socio-economic report all identified the need to develop specific strategies in this area.

Sport Tourism is defined by the Canadian Sport Tourism Alliance as “any activity in which people are attracted to a particular location as a sport event participant, an event spectator, or to attend sport attractions or business meetings”. Emerging as an important economic sector, Tourism Calgary has identified Sport Event Tourism as a new growth initiative in 2005. It has become an important area for investment, promotion and attraction of visitors and associated economic opportunities.

The Calgary Sport Tourism Authority ‘Strategic Framework’ will provide a strategy to coordinate the proactive process of bidding to host major sport events within the context of broader civic goals.

The Calgary Sport Tourism Authority is mandated to coordinate sport tourism initiatives and contribute to the achievement of key objectives:

- increased growth and opportunities
- creating community legacies and enriching quality of life
- creating a healthy, safe and green city
- directing wise spending and strategic investment

### Analysis

- Collaborate with the Calgary Sport Tourism Authority
- Align policy framework with CSTA Strategic Framework

### 1.3.5 Health and Wellness

#### Findings

The three major policy reports, The Kirby Report, The Mazankowski Report, and the Romanow Report, together with Conference Board Of Canada: Strengthening Canada and The Socio-economic Benefits of Sport Participation in Canada (August 2005) report, specifically address the importance of healthy lifestyles and a renewed focus on wellness. Sport and recreation present opportunities to address the escalating cost of health care. While respecting jurisdictional responsibilities, the City has the opportunity to support the long-term health and wellness of Calgarians.

#### Analysis

Identify strategies and partners to support health and wellness initiatives through sport

### 1.3.6 Federal and Provincial Collaboration

#### Findings

Sport crosses jurisdictional boundaries and requires collaborative strategies to access funds, meet objectives and achieve results. Strategies to support Event Hosting and Bidding, Infrastructure and Socio-economic initiatives, and increased Aboriginal participation in sport and Ethics are addressed by both levels of government. The City of Calgary must integrate long range planning with objectives and criteria identified at federal and provincial levels in order to participate in specific programs and access additional resources.

#### Analysis

Collaborate on federal and provincial initiatives

### 1.3.7 Trends and Research

#### Findings

Sport continues to evolve, necessitating a process to monitor trends and respond to new realities. Sport organizations and local communities are often at the forefront of those changes. A strategy for tracking trends and demographics to assist in evidence-based decision-making and long-range planning needs to be implemented.

#### Analysis

Partner with the Calgary Sport Council to develop strategies to ensure sport facilities and programming can accommodate current and future requirements

### 1.3.8 Communication

#### Findings

The economic and social benefits of sport are not communicated effectively. There is no strategic plan to support the effort of volunteers, identify program funding allocations or community successes, leaving politicians vulnerable to criticism when setting budget priorities. This disconnect between the economic impact of sport and budget allocations needs to be rectified.

Coverage of amateur sport is challenged by the media attention given to professional sport. The importance of sport in sustaining healthy lifestyles, vibrant communities and civic engagement is not well communicated.

#### Analysis

A strategic communication plan is required to communicate the benefit of sport

### 1.3.9 Gap Analysis

*A New Century for Amateur Sport: From Participation To Excellence Government of Alberta 2003*

#### Gap Analysis Identified by the Provincial Policy Review

The province undertook a major review of its sport policies and tabled their report "A New Century for Amateur Sport: From Participation To Excellence" in 2003. Their policy review addressed issues consistent with

“  
A HEALTHY AMATEUR  
SPORT SECTOR IS SHOWN  
TO BE AN ECONOMIC  
DRIVER IN CALGARY'S  
ECONOMY. THE AMATEUR  
SPORT INDUSTRY IS AN  
IMPORTANT COMPONENT OF  
THE LOCAL ECONOMY IN  
CALGARY, BOTH IN TERMS  
OF ECONOMIC OUTPUT AND  
EMPLOYMENT EFFECTS.”

*THE ECONOMIC SIGNIFICANCE  
REPORT*

the civic process. While the scope of the work was provincial, the gap analysis developed is applicable to Calgary's policy review.

The provincial issues of Ethics in Sport/Safe Environment and Research, Development and Planning are not included in this overview, however much of the analysis is consistent with the findings presented in the three civic research reports and highlights the importance of a cooperative approach in the policy development and implementation process. Highlights from the report are as follows:

- Sport participation is affected by a lack of qualified coaching and inhibits participants' full potential. Admission fees and charges were either "important" or "very important" factors that limited participation.
- There are limited opportunities for coaches to develop professionally, impacting the ability of athletes to reach higher levels of performance.
- The ability to benefit from competitions and national championships is limited by inadequate financial support.
- Leadership and volunteer development strategies are required to support the sport system including both the volunteers and paid staff.
- The benefits of sport to individuals, communities and society as a whole are not fully recognized. Strategies to support marketing and communication are required. There is inadequate recognition of success stories in amateur sport in the province. In many communities, little is being done to recognize the achievements of athletes and coaches. In larger urban centres, there is a media bias toward coverage of professional sport at the expense of amateur sport. There are only sporadic media messages about the various positive benefits of sport.
- It is important to recognize the economic significance of sport. Partnerships need to be developed to utilize resources effectively. Research to quantify the business of sport is required.
- Developing, maintaining and operating facilities requires shared strategies, which are sustainable, benefit communities and support the requirements of sport programs. Several key points on funding include:

- o Identification of potential funding sources
  - o Reinvestment strategies for sport
  - o Incentives for increased private support for amateur sport
  - o Coordination and enhancement of sponsorship opportunities
  - o Common strategies for funding
  - o Barriers to access for some individuals and some sectors of society
  - o Provincial funding strategies to address growth, inflation or utilities
- The voice of sport is fragmented and sport organizations would benefit from a coordinated and unified presence.

### Gap Analysis Summary

The provincial study highlights the need for cooperative strategies to address the challenges identified in Calgary's review.

Provincial funding and policies impact sport organizations, community funding and volunteer development as well as civic programs. The policy requires a broad-based strategy, demonstrating civic commitment and leadership with the flexibility to work with strategic partners.

Resources need to be dedicated to maintain world-class infrastructure. Multi-year funding agreements, aligned with civic initiatives including Sport Tourism and strategic Event Hosting and Bidding must be developed to create long-term sustainability.



“CALGARY RECREATION NOTES THAT MANY OF THEIR KEY CUSTOMERS GROUPS DO NOT BENEFIT FROM EXPANDING WEALTH, AND SO WAYS NEED TO BE FOUND TO PROVIDE FEE ASSISTANCE.”

CALGARY AND REGION SOCIO-ECONOMIC OUTLOOK 2003-2008

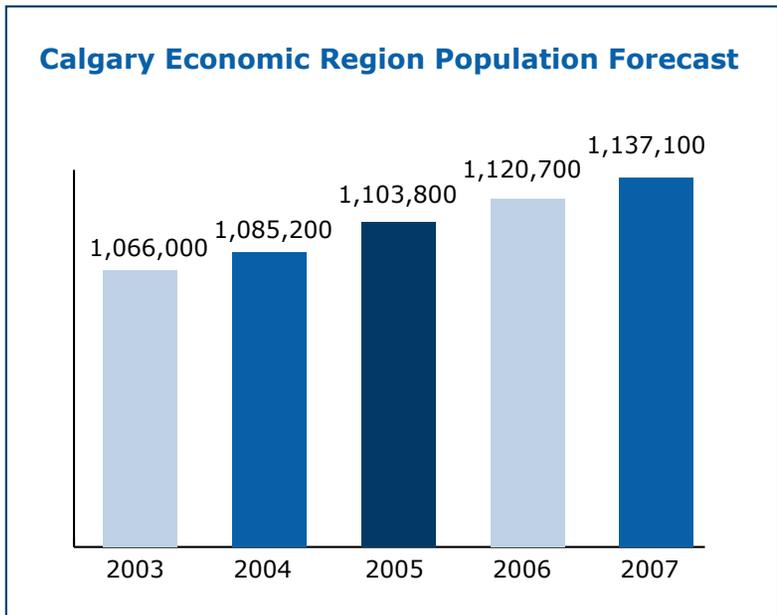
Known for their 'can do' attitude, Calgarians actively participate in their communities with an internationally recognized volunteer spirit. Community based sports contribute to the strength and vitality of the community. Implementation of the policy should build on community partnerships.

Best practices need to be incorporated to ensure accountability in the development and implementation of the policy. An implementation plan designed to clarify civic objectives and engage the community is required.

The relationship between economic development, safe communities, health and wellness, education, urban renewal, and tourism, converge under the umbrella of a sport policy. The policy will require a dedicated communication plan.

*“ THIS IS A CITY THAT EMBRACES BIG IDEAS. IT IS A CITY THAT DOESN'T MIND WORKING HARD AND TRYING NEW THINGS TO MAKE OUR DREAMS A REALITY. CALGARY IS STILL CANADA'S FRONTIER. BUT TODAY, IT'S NOT A FUNCTION OF GEOGRAPHY. IT'S ABOUT A SPIRIT IN OUR HEARTS AND OUR MINDS.*

*MAYOR'S ADDRESS  
STATE OF THE CITY 2005*



### 1.4 ALTERNATIVES

The Calgary Sport Council initiated the request for a Civic Sport Policy, fulfilling their mandate to identify issues and challenges in the delivery and development of amateur sport in Calgary. The research makes a compelling case for engagement at the civic level. On balance, current Administrative reviews and policy initiatives such as imagineCALGARY® would suggest that the sport requirements of Calgarians will not go unattended in the near future.

#### 1.4.1 Status Quo

Maintaining the status quo is not about what sport will be in the months and years to come, it will be about what it won't be. Pressure to meet the challenges of an expanding population will remain. Lack of a comprehensive policy will negate the opportunity to capitalize on existing initiatives including the Sport Tourism strategy and with respect to the

2010 Olympic Winter Games cause irreparable harm to the Olympic legacy of which Calgarians are so proud.

This lost opportunity will challenge sport organizations, communities and volunteers to provide programs, coaches and officials, undermining the very social networks that provide the foundation for Calgary's safe and caring communities. The missed opportunity to capitalize on the economic impact to the community will be compounded by the inability to garner additional private sector support and subsequently leverage those revenues with federal and provincial funding, funding ear-marked for infrastructure, health and wellness initiatives and specific socio-cultural priorities.

#### 1.4.2 Coordinated Policy

Perhaps the most compelling argument against the status quo is demonstrated in the lost opportunity for Calgary to lead the nation with a visionary strategy. The opportunity to craft a role for civic engagement, create new partnerships and articulate Calgary's leadership should not be passed over. Recalling Calgary's historic role through sport in the

defining 1948 Grey Cup, and the unprecedented volunteer-driven success of the 1988 Winter Olympics, support for this initiative will continue the tradition and provide new opportunities to showcase Calgary. The proposed coordinated policy strategy "A Framework for the Development and Delivery of Sport for Calgary" provides an option rooted in Calgary's best 'can do' tradition.

## 1.5 RECOMMENDATIONS

The Steering Committee recommends that a coordinated strategy be developed to:

- Create a process, establish parameters and ultimately engage Civic leadership to ensure sport is an integral component of the social, economic and environmental vision for Calgary
- Develop a policy that enables the City of Calgary and its partners to work collaboratively toward a common vision of sport and active recreation in Calgary, recognizing the quality of life and economic benefit they generate
- Identify short, medium and long term strategies and develop and implementation plan
- Prepare a communications plan to create awareness, build support, and assist in the implementation of the Civic Sport Policy.



*“ TO ACHIEVE EXCELLENCE IN SPORT, A NETWORK OF COACHES AND TRAINERS IS ESSENTIAL AND WHILE A LARGE NUMBER OF VOLUNTEER COACHES PROVIDE CONSIDERABLE SUPPORT TO DEVELOPING ATHLETES, THERE ARE LIMITED OPPORTUNITIES FOR COACHES TO DEVELOP PROFESSIONALLY. TO ACHIEVE EXCELLENCE, ALBERTA'S ATHLETES MUST HAVE ACCESS TO HIGH QUALITY COACHING EXPERTISE. THIS GAP IS HAVING AN IMPACT ON THE ABILITY OF ATHLETES TO REACH HIGHER LEVELS OF PERFORMANCE.*

*A SPORT PLAN FOR ALBERTA, A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE*

SECTION TWO

Policy Framework

2.1 SPORT POLICY FRAMEWORK

Develop a policy that enables the City of Calgary and its partners to work collaboratively toward a common vision of sport and active recreation in Calgary, recognizing the quality of life and economic benefit they generate.

**LEADERSHIP:** Civic leadership ensures sport is an integral component of Calgarians’ quality of life

**ACTION:** Promote the multi-faceted contribution of sport to the community

- Adopt a visionary policy that recognizes the multi-faceted contribution of sport to Calgary’s social and economic prosperity
- Increase participation in, and awareness of, sport
- Liaise with Federal and Provincial counterparts to integrate policies and programs
- Promote sport through existing civic initiatives

**COMMUNICATION:** The contribution of sport is incorporated into civic communication strategies

**ACTION:** Develop a Comprehensive Communication Plan

- Promote Calgary as a “Pro-ACTIVE” city
- Integrate sport in key messages
- Promote sport through recognition and participation within the community

**COMMUNITY DEVELOPMENT:** Support and strengthen communities through sport

**ACTION:** Collaborate to support and strengthen communities through sport programs and initiatives

- Liaise with federal and provincial counter-parts to integrate policies and programs supporting participation of women, persons with disabilities, Aboriginal peoples and visible minorities

- Collaborate with provincial and national health and wellness initiatives
- Coordinate with education partners and sport organizations to increase access to sport programs and facilities
- Coordinate the Civic Sport Policy implementation process with current civic initiatives

**INFRASTRUCTURE:** Community facilities and venues meet standards to accommodate local, national and international competitions

**ACTION:** Develop strategies to ensure sport facilities can accommodate current and future requirements

- Coordinate with stakeholders to review the impact of the status of the 2010 Vancouver Olympic Winter Games on facilities and programs and develop an action plan To ensure Calgary remains the premier training site for Canadian athletes.
- Coordinate the Civic Sport Policy implementation with:
  - The Recreation Program Review
  - The Facility Management Framework
  - Review Environmental Impacts
- Federal and provincial initiatives including trends, demographics and environmental challenges
- Facilitate a Private Sector engagement strategy through the Calgary Sport Council

**EVENT HOSTING and BIDDING:** Calgary is a premier host of major sport events in Canada

**ACTION:** Implement an Event Hosting and Bidding Action Plan through the Calgary Sport Tourism Authority

- Provide funding to the Calgary Sport Tourism Authority
- Proactively and strategically bid to host major sport events in Calgary
- Recognize the decision-making framework of the Calgary Sport Tourism Authority when determining Municipal involvement in the hosting of recommended sport events
- Partner with Tourism Calgary to promote Sport Tourism
- Coordinate with Federal, Provincial and Territorial Hosting and Bidding Strategies

**PARTNERSHIPS:** Sport is promoted through strengthened relationships within Sport Organizations and Associations, Business, the Community and Government

**ACTION:** Develop a Civic Partnership Framework through the Calgary Sport Council

- Facilitate the development of a Civic Partnership Framework

**CAPACITY BUILDING:** Sport Programs, Athletes and Organizations are supported by qualified, well-trained and motivated professionals and volunteers

**ACTION:** Through the Calgary Sport Council, develop an integrated strategy to build capacity

- Develop a human resources status report
- Monitor trends and demographics in sport and recreation and incorporate findings into long-range planning

**SUSTAINABILITY:** Sport Programs, Athletes and Communities have sustainable, consistent and predictable funding

**ACTION:** Develop a comprehensive multi-year funding strategy

- Provide funding to the Calgary Sport Council
- Ensure civic funding for sport is provided through a comprehensive framework
- Conduct a gap analysis to identify further resources required to implement recommendations
- Ensure funding for sport is aligned with federal and provincial programs
- Develop corporate support for community based sport programs and initiatives

**ACCOUNTABILITY:** The contribution of sport to the community is valued

**ACTION:** Develop an accountability framework for the Civic Sport Policy

- Implement Funding Framework
- Adopt Best Practices recommendations



*CALGARY HAS A LONG AND INTERNATIONALLY RESPECTED HISTORY OF SPORT LEADERSHIP. CALGARY'S AMATEUR SPORT COMMUNITY REFLECTS A GENERAL QUALITY THAT IS ASSOCIATED WITH THE CITY'S SOCIAL IDENTITY: A STRONG SENSE OF CIVIC DUTY. SPORT LEADERSHIP IS STRONGEST AT THE COMMUNITY LEVEL. CONTINUED SUPPORT AND RECOGNITION OF COMMUNITY SPORT LEADERS IS IMPORTANT.*

*REPORT ON THE SOCIAL AND CULTURAL BENEFITS  
OF SPORT IN CALGARY*

**SECTION FOUR**

**Appendices**

**4.1 REPORTS**

The following reports are available on the web at <http://superb-translation.com/SP>, or click on the title to download the report.

**4.1.1 The Economic Significance of Amateur Sport in the City of Calgary in 2002**

*Caminata Consulting, January 2005*

**4.1.2 Survey of Calgary Sport Organizations**

*Hargroup Management Consultants Inc., January 2005*

**4.1.3 Report on the Social and Cultural Benefits of Sport in Calgary**

*Douglas Brown Consulting, May 2005*

**4.1.4 The Calgary Sport Council Strategic Business Plan 2001 -2005**

*Calgary Sport Council, January 2001*

**4.1.5 The Calgary Sport Tourism Authority Strategic Framework 2005**

*Calgary Sport Tourism Authority (SCTA), May 2005*

## 4.2 POLICY REVIEW RESEARCH SUMMARY

### CITY OF CALGARY

1. City of Calgary Playfield Guideline Policy – 2001	Hard Copy
2. City of Calgary Open Space Master Plan – 2003	<a href="http://www.calgary.ca">www.calgary.ca</a>
3. Urban Parks Master Plan – 1993	<a href="http://www.calgary.ca">www.calgary.ca</a>
4. Facility/Infrastructure Inventory	
5. City of Calgary - Recreation Services Study – HarGroup Study – 2003	Hard Copy
6. Corporate Strategies: Socio-Economic Outlook 2002-2007	<a href="http://www.calgary.ca">www.calgary.ca</a>
7. City of Calgary – Citizen Satisfaction Survey – 2003	<a href="http://www.calgary.ca">www.calgary.ca</a>
8. Customer Satisfaction Survey	<a href="http://www.calgary.ca/docgallery/BU/customerservice/city_sat_2003.pdf">http://www.calgary.ca/docgallery/BU/customerservice/city_sat_2003.pdf</a>
9. Economic Outlook 2002 – 2007	<a href="http://www.calgary.ca/docgallery/BU/corporate_strategy_and_economics/DBRSpresentation.pdf">http://www.calgary.ca/docgallery/BU/corporate_strategy_and_economics/DBRSpresentation.pdf</a>
10. Ice Arena Study	<a href="http://www.calgary.ca/DocGallery/BU/recreation/calgary_arena_.pdf">http://www.calgary.ca/DocGallery/BU/recreation/calgary_arena_.pdf</a>
11. Calgary Plan	<a href="http://www.calgary.ca/docgallery/BU/planning/pdf/calgary_plan.pdf">http://www.calgary.ca/docgallery/BU/planning/pdf/calgary_plan.pdf</a>
12. Calgary Advantage	<a href="http://www.calgaryadvantages.com/">http://www.calgaryadvantages.com/</a>
13. Calgary Economic Development	<a href="http://www.calgaryeconomicdevelopment.com/dbimages/pressreleases/Calgary_%20Economic_Development_Business_Plan_October_2003.pdf">http://www.calgaryeconomicdevelopment.com/dbimages/pressreleases/Calgary_%20Economic_Development_Business_Plan_October_2003.pdf</a>
14. Calgary Sport Tourism Authority (CSTA) “Bringing Sport Events to Calgary” Strategic Framework May 2005	<a href="http://www.tourismcalgary.com">http://www.tourismcalgary.com</a>
15. imagineCalgary	<a href="http://www.imagineCalgary.ca">http://www.imagineCalgary.ca</a>

### ALBERTA

16. Alberta Sport Plan – 2002	<a href="http://www.cd.gov.ab.ca/asrpf/sportplan">www.cd.gov.ab.ca/asrpf/sportplan</a>
17. Economic Significance of Sport – 2000	<a href="http://www.edmontonsport.com">www.edmontonsport.com</a>
18. Field Sport Tournament and Recreation Site: Economic Impact Analysis	<a href="http://www.edmontonsport.com">www.edmontonsport.com</a>
19. Alberta Research Labour Market Analysis (2003)	<a href="http://www.arpaonline.ca">www.arpaonline.ca</a>

20. Calgary Sport Strategy – 2000	Hard Copy
21. Sporting Goods Manufactures Association	<a href="http://www.SGMA.com">www.SGMA.com</a>
22. ASRPWF	<a href="http://www.cd.gov.ab.ca">www.cd.gov.ab.ca</a>
23. ARPA Research	<a href="http://www.arpaonline.ca">www.arpaonline.ca</a>
24. Edmonton Sport Field Assessment	<a href="http://www.edmontonsport.com/pdf_folder/Needs_Assessment.pdf">www.edmontonsport.com/pdf_folder/Needs_Assessment.pdf</a>
25. Recreation Infrastructure Report	<a href="http://www.arpaonline.ca/resources/research/PDFs/Infrastructure-Exec.pdf">www.arpaonline.ca/resources/research/PDFs/Infrastructure-Exec.pdf</a>
26. Speech Info.	<a href="http://search.gov.ab.ca/">http://search.gov.ab.ca/</a>
27. Not for Profit Seeking Corporate Sponsorship	<a href="http://www.aafla.org/SportsLibrary/SportManagementReview/SMR41c.pdf">http://www.aafla.org/SportsLibrary/SportManagementReview/SMR41c.pdf</a>
28. Alberta Recreation Survey - 2004	<a href="http://www.cd.gov.ab.ca/building_communities/sport_recreation/recreation_survey/index.asp">http://www.cd.gov.ab.ca/building_communities/sport_recreation/recreation_survey/index.asp</a>
29. Alberta Recreation Survey – 2000	<a href="http://www.cd.gov.ab.ca">www.cd.gov.ab.ca</a>
<b>ATLANTIC</b>	
31. New Brunswick Sport Policy	<a href="http://www.gnb.ca">www.gnb.ca</a>
32. Atlantic High Performance Strategy	
33. Cultural Policy for New Brunswick	<a href="http://www.gnb.ca/0007/policy/goals-e.asp">www.gnb.ca/0007/policy/goals-e.asp</a>
34. NB Sport/Recreation Policy	<a href="http://www.lin.ca/resource/html/policysr.htm">www.lin.ca/resource/html/policysr.htm</a>
35. NS Sport Policy	<a href="http://www.gov.ns.ca/src/publications/ann.pdf">www.gov.ns.ca/src/publications/ann.pdf</a>
<b>BRITISH COLUMBIA</b>	
36. BC Sport Policy	<a href="http://www.sport.gov.bc.ca">www.sport.gov.bc.ca</a>
37. City of Coquitlam	<a href="http://www.coquitlam.ca">www.coquitlam.ca</a>
<b>MANITOBA</b>	
38. Manitoba Action Plan for Sport	<a href="http://www.sport.mb.ca">www.sport.mb.ca</a>
<b>NWT</b>	
39. Territorial Sport Strategy	<a href="http://www.maca.gov.nt.ca/admin/news/Pan-Territorial_Sport_Strategy.html">http://www.maca.gov.nt.ca/admin/news/Pan-Territorial_Sport_Strategy.html</a>

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40. MACA <http://www.maca.gov.nt.ca/sport/sport.html>

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**ONTARIO**

41. Ontario Sport Councils <http://vps2-8.eapps.com/cscs2.jsp#toronto>

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42. Ottawa Sport and Social Club Policy [http://www.ottawassc.com/rules/osscc\\_policy.htm](http://www.ottawassc.com/rules/osscc_policy.htm)

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43. Recreation Facility Standards <http://www.lin.ca/lin/resource/html/jk52.htm>

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44. Sport Alliance Ontario <http://www.sportalliance.com/new/home.html>

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**QUEBEC**

45. Montreal Sport Policy <http://www2.ville.montreal.qc.ca/sommet/pdf/PolitiqueANGLfinal.pdf>

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46. Montreal Culture [http://www.culturemontreal.ca/cult\\_mtl/culture\\_eng.htm](http://www.culturemontreal.ca/cult_mtl/culture_eng.htm)

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47. Sherbrooke Sport Policy [http://ville.sherbrooke.qc.ca/fr/accueilSports/English\\_page2.html](http://ville.sherbrooke.qc.ca/fr/accueilSports/English_page2.html)

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**NATIONAL**

48. Canadian Sport Policy – 2002 [www.pch.gc.ca](http://www.pch.gc.ca)

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49. Sport Matters: - Sport and Physical Activity: A New Direction for Canada - 2004 [www.sportmatters.ca](http://www.sportmatters.ca)

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51. Federal Hosting Policy – 2000 [www.pch.gc.ca](http://www.pch.gc.ca)

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52. Olympic Research [www.sfu.ca](http://www.sfu.ca)

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53. Hosting International Sport Events in Canada (2003) [www.canadiansporttourism.com](http://www.canadiansporttourism.com)

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54. Priorities Collaborative Action [www.pch.gc.ca](http://www.pch.gc.ca)

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55. Investing in Sport Participation [www.pch.gc.ca](http://www.pch.gc.ca)

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56. Sport Participation Funding [www.pch.gc.ca](http://www.pch.gc.ca)

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57. NRPA <http://www.nrpa.org>

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58. Anne Robinson & Associates [www.recplan.ca](http://www.recplan.ca)

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59. Collaborative Action 2002-2005 [www.pch.gc.ca/progs/sc/pubs/fptact-e.pdf](http://www.pch.gc.ca/progs/sc/pubs/fptact-e.pdf)

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60. Dept. of Canadian Heritage [www.canadianheritage.gc.ca/index\\_e.cfm](http://www.canadianheritage.gc.ca/index_e.cfm)

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61. Canadian Research Policy	<a href="http://policyresearch.gc.ca/v5n1_e.pdf">http://policyresearch.gc.ca/v5n1_e.pdf</a>
62. Physical Activity Sport Act	<a href="http://laws.justice.gc.ca/en/p-13.4/92297.html">http://laws.justice.gc.ca/en/p-13.4/92297.html</a>
63. Selected Papers	<a href="http://www.pch.gc.ca/progs/sc/pubs/index_e.cfm">www.pch.gc.ca/progs/sc/pubs/index_e.cfm</a>
64. Sport Canada Policies	<a href="http://www.patrimoinecanadien.gc.ca/progs/sc/pol/index_e.cfm">www.patrimoinecanadien.gc.ca/progs/sc/pol/index_e.cfm</a>
65. Sport Participation Development Program	<a href="http://www.canadianheritage.gc.ca/progs/sc/psc-spc/2003-04-proj_e.cfm">www.canadianheritage.gc.ca/progs/sc/psc-spc/2003-04-proj_e.cfm</a>
66. National Occupational Classification	<a href="http://www.hrsdc-rhdcc.gc.ca/en/hip/hrp/noc/noc_index.shtml">http://www.hrsdc-rhdcc.gc.ca/en/hip/hrp/noc/noc_index.shtml</a>
67. Community Sport Network	<a href="http://vps2-8.eapps.com/resource.jsp?parentfolderid=5&amp;folderid=24">http://vps2-8.eapps.com/resource.jsp?parentfolderid=5&amp;folderid=24</a>
68. Conference Board Of Canada: Strengthening Canada, The Socio-economic Benefits of Sport Participation in Canada (August 2005)	<a href="http://www.conferenceboard.ca/press/2005/Sport.asp">http://www.conferenceboard.ca/press/2005/Sport.asp</a>
<b>AUSTRALIA/NEW ZEALAND</b>	
69. Australian Sport Commission	<a href="http://www.ausport.gov.au">www.ausport.gov.au</a>
70. Sport Tourism Strategy – Australia	<a href="http://www.ausport.goc.au">www.ausport.goc.au</a>
71. Christchurch – Recreation and Sport Strategy	<a href="http://www.ccc.govt.nz">www.ccc.govt.nz</a>
72. Auckland	<a href="http://www.aucklandcity.govt.nz/council/documents/recreation/">www.aucklandcity.govt.nz/council/documents/recreation/</a>
73. Backing Australia’s Sporting Ability	<a href="http://www.dcita.gov.au/Article/0,,0_1-2_14-3_490-4_105325_00.html">www.dcita.gov.au/Article/0,,0_1-2_14-3_490-4_105325_00.html</a>
74. Sport and Recreation Act	<a href="http://www.sport.act.gov.au/aboutus/policystrategy/polstrat.html">www.sport.act.gov.au/aboutus/policystrategy/polstrat.html</a>
75. Victoria 2005-2010	<a href="http://www.sport.vic.gov.au">www.sport.vic.gov.au</a>
76. Tasmania	<a href="http://www.development.tas.gov.au/sportrec/corporate/office.htm">www.development.tas.gov.au/sportrec/corporate/office.htm</a>
77. New Zealand	<a href="http://www.executive.govt.nz/minister/mallard/sfreview/taskforce/sport-taskforce.pdf">www.executive.govt.nz/minister/mallard/sfreview/taskforce/sport-taskforce.pdf</a>
78. Victoria Funding Guide	<a href="http://www.sport.vic.gov.au/web9/srvimages.nsf/Images/GrantsGuideNov2003/\$File/GrantsGuideNov2003.pdf">http://www.sport.vic.gov.au/web9/srvimages.nsf/Images/GrantsGuideNov2003/\$File/GrantsGuideNov2003.pdf</a>
79. Business of Sport	<a href="http://www.sport.vic.gov.au/web9/srvimages.nsf/Images/bus_repo/\$File/bus_repo.pdf">http://www.sport.vic.gov.au/web9/srvimages.nsf/Images/bus_repo/\$File/bus_repo.pdf</a>
80. Victoria Publications	<a href="http://www.sport.vic.gov.au/web9/srvsite.nsf/pages/publications_discussionpaper">http://www.sport.vic.gov.au/web9/srvsite.nsf/pages/publications_discussionpaper</a>

**EUROPE**

81. Transnational Sport Development	<a href="http://www.sportdevelopment.org.uk">www.sportdevelopment.org.uk</a>	<a href="http://www.sportdevelopment.org.uk">www.sportdevelopment.org.uk</a>
82. Surrey Sport Strategy		<a href="http://www.surreycc.gov.uk/sccwebsite/sccwspages.nsf/LookupWebPagesByTITLE_RTF/Surrey+Sports+Strategy+2001+-+2006?opendocument">www.surreycc.gov.uk/sccwebsite/sccwspages.nsf/LookupWebPagesByTITLE_RTF/Surrey+Sports+Strategy+2001+-+2006?opendocument</a>
83. Bexley Strategy		<a href="http://www.bexley.gov.uk/service/sports/strategy.html">www.bexley.gov.uk/service/sports/strategy.html</a>
84. Brent Strategy		<a href="http://www.brent.gov.uk/sports.nsf/0/3cd6f029fe7db8d980256e54003494ac?OpenDocument">www.brent.gov.uk/sports.nsf/0/3cd6f029fe7db8d980256e54003494ac?OpenDocument</a>
85. Dublin Facility Strategy		<a href="http://www.arts-sport-tourism.gov.ie/What%20We%20Do/sport/www_s_sportfacilityaudit.htm">www.arts-sport-tourism.gov.ie/What%20We%20Do/sport/www_s_sportfacilityaudit.htm</a>
86. Game Plan – UK		<a href="http://www.number-10.gov.uk/su/sport/report/01.htm">http://www.number-10.gov.uk/su/sport/report/01.htm</a>
87. Highland		<a href="http://www.highland.gov.uk/educ/publicservices/sport/sports_strategy.pdf">www.highland.gov.uk/educ/publicservices/sport/sports_strategy.pdf</a>
88. England Planning Policy for Sport		<a href="http://www.sportengland.org/downloads/planning_policies_for_sport.pdf">www.sportengland.org/downloads/planning_policies_for_sport.pdf</a>
89. Playing Pitch Strategy – Waverly		<a href="http://www.waverley.gov.uk/sports/pitchstrategy.asp">www.waverley.gov.uk/sports/pitchstrategy.asp</a>
90. Plymouth Strategy		<a href="http://www.plymouth.gov.uk/homepage/yourcouncil/leisure-4/strategies.htm">www.plymouth.gov.uk/homepage/yourcouncil/leisure-4/strategies.htm</a>
91. Salisbury Strategies		<a href="http://www.salisbury.gov.uk/council/policies/all-policies.asp">www.salisbury.gov.uk/council/policies/all-policies.asp</a>
92. Scotland Strategy		<a href="http://www.scotland.gov.uk/library5/culture/lmsa.pdf">www.scotland.gov.uk/library5/culture/lmsa.pdf</a>
93. Scotland Sport Policy		<a href="http://www.sportscotland.org.uk/contents/sportspolicy/sport21intro.htm">www.sportscotland.org.uk/contents/sportspolicy/sport21intro.htm</a>
94. UK Survey Research		<a href="http://www.culture.gov.uk/NR/rdonlyres/e4ejt7f3i3s46aeunik2dh5mvoenupomacmnyja2btccnrrbd7lcfzl7dmuaimfoknan6alegzt6bijejwjktnunzb/PAT10_ch2_3.pdf">www.culture.gov.uk/NR/rdonlyres/e4ejt7f3i3s46aeunik2dh5mvoenupomacmnyja2btccnrrbd7lcfzl7dmuaimfoknan6alegzt6bijejwjktnunzb/PAT10_ch2_3.pdf</a>
95. Sport for All – UK		<a href="http://www.sportdevelopment.org.uk/sportfutureforall.pdf">www.sportdevelopment.org.uk/sportfutureforall.pdf</a>
96. Stockton Strategy		<a href="http://www.stockton.gov.uk/citizenservices/leisureandents/sportsdevelopment/sportsdevstrat/">http://www.stockton.gov.uk/citizenservices/leisureandents/sportsdevelopment/sportsdevstrat/</a>
97. Stockton on Tees Strategy		<a href="http://www.stockton.gov.uk/resources/leisure/14778/sportsdev/SportsStrategy/SportsStrategy">http://www.stockton.gov.uk/resources/leisure/14778/sportsdev/SportsStrategy/SportsStrategy</a>
98. Surrey Strategy		<a href="http://www.surreycc.gov.uk/sccwebsite/sccwspages.nsf/LookupWebPagesByTITLE_RTF/Surrey+Sports+Strategy+2001+-+2006?opendocument">http://www.surreycc.gov.uk/sccwebsite/sccwspages.nsf/LookupWebPagesByTITLE_RTF/Surrey+Sports+Strategy+2001+-+2006?opendocument</a>
99. Swindon Strategy		<a href="http://www.swindon.gov.uk/swindon_strategy-2.pdf">http://www.swindon.gov.uk/swindon_strategy-2.pdf</a>
100. Torbay		<a href="http://www.torbay.gov.uk/sportsstrategy_final.pdf">http://www.torbay.gov.uk/sportsstrategy_final.pdf</a>
101. Tunbridge Strategy		<a href="http://www.tunbridgewells.gov.uk/MASmedia_SB/viewSite?requestType=viewPage&amp;siteId=232&amp;pageId=3180">http://www.tunbridgewells.gov.uk/MASmedia_SB/viewSite?requestType=viewPage&amp;siteId=232&amp;pageId=3180</a>
102. UK – Sport		<a href="http://www.culture.gov.uk/sport/default.htm">http://www.culture.gov.uk/sport/default.htm</a>

103. Kirklees Physical Activity Health Plan	<a href="http://www.kirklees.gov.uk/publications/physicalActivityHealthPlan.pdf">http://www.kirklees.gov.uk/publications/physicalActivityHealthPlan.pdf</a>
104. UK Got. Policy Documents	<a href="http://www.sportdevelopment.org.uk/downloads/government/government.html">http://www.sportdevelopment.org.uk/downloads/government/government.html</a>

**UNITED STATES**

105. Indiana Sports Corporation	<a href="http://www.indianasportscorp.com">www.indianasportscorp.com</a>
106. San Antonio Sports Foundation	<a href="http://www.sanantoniosports.org">www.sanantoniosports.org</a>
107. San Antonio Recreation	<a href="http://www.sanantonio.gov/sapar/systemplanupdate.asp?res=1024&amp;ver=true">http://www.sanantonio.gov/sapar/systemplanupdate.asp?res=1024&amp;ver=true</a>
108. Austin	<a href="http://www.ci.austin.tx.us/">http://www.ci.austin.tx.us/</a>
109. Cleveland Sport Commission	<a href="http://www.clevelandsports.org/">http://www.clevelandsports.org/</a>
110. Indiana Sport Corporation	<a href="http://www.indianasportscorp.com/ISC2/whoisISC3.php">http://www.indianasportscorp.com/ISC2/whoisISC3.php</a>
111. Sporting Goods Manufactures	<a href="http://www.sgma.com/index.html">http://www.sgma.com/index.html</a>
112. The Sport Journal	<a href="http://www.thesportjournal.org/2005Journal/Vol8-No1/index.asp">http://www.thesportjournal.org/2005Journal/Vol8-No1/index.asp</a>
113. California Parks and Recreation	<a href="http://www.cprs.org/pdf/cc21.pdf">http://www.cprs.org/pdf/cc21.pdf</a>

**SPORT COUNCIL INFORMATION**

114. Sport Councils in Canada	<a href="http://vps2-8.eapps.com/links1.jsp">http://vps2-8.eapps.com/links1.jsp</a>
115. Edmonton Sport Council	<a href="http://www.edmontonsport.com">www.edmontonsport.com</a>
116. Edmonton Sport Strategy Project	<a href="http://www.edmontonsport.com/about/sport_strategy/ss_project">www.edmontonsport.com/about/sport_strategy/ss_project</a>
117. Calgary Sport Council	<a href="http://www.calgarysportcouncil.ca">www.calgarysportcouncil.ca</a>

**GOVERNMENT CONTACT INFORMATION**

118. City Managers Association	<a href="http://www.icma.org">www.icma.org</a>
119. Canadian Government Information	<a href="http://cgii.gc.ca/muni-e.html">http://cgii.gc.ca/muni-e.html</a>
120. Provincial Parks and Recreation Contacts	<a href="http://www.world-playground.com/ParkRecreation.htm#canada">http://www.world-playground.com/ParkRecreation.htm#canada</a>
121. State and Local Government Contacts	<a href="http://www.statelocalgov.net/index.cfm">http://www.statelocalgov.net/index.cfm</a>

**SPORT TOURISM**

123. Canadian Sport Tourism Alliance	<a href="http://www.canadiansporttourism.com/eng_home.cfm">www.canadiansporttourism.com/eng_home.cfm</a>
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