

Sport Calgary's

# Strategic Plan 2021-2023



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**calgary**

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**Sport Calgary  
assists, supports, and influences  
the growth of sport in Calgary**

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## **Sport Calgary has incredible potential.**

We've always been guided by our deep love of sport and our mission to help sport grow in Calgary.

Each year, the board, staff, members and friends of Sport Calgary share insights and recommendations for strategic priorities. A

Strategic Plan emerges from these discussions, which Sport Calgary has used to successfully grow its influence and partnerships within the city.

This 2021 update to the *2019-23 Strategic Plan* is unlike any other in Sport Calgary's history, as we deal with the worldwide COVID-19 pandemic.

Sport Calgary's Strategic Plan represents countless hours of dedicated and thoughtful refinement. We are confident that through it, Sport Calgary can meet its tremendous potential, and help Calgary reach its potential, too.





# sport calgary

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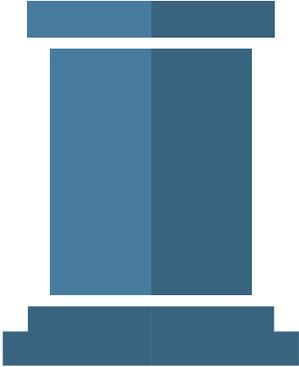
**VISION:**

The voice for sport in Calgary

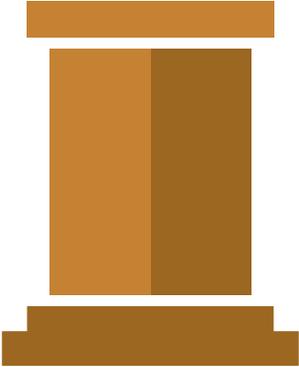
**MISSION:**

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

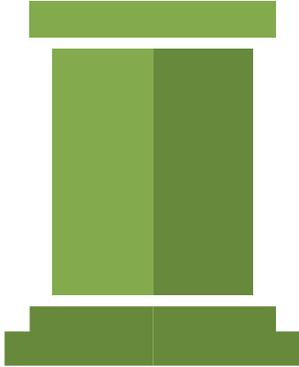
## Strategic Objectives & Business Plan



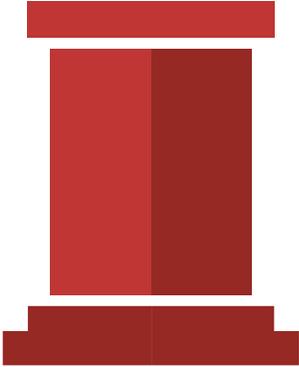
**Governance**



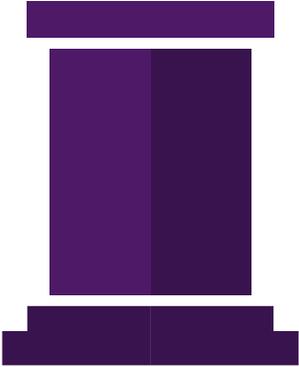
**Research**



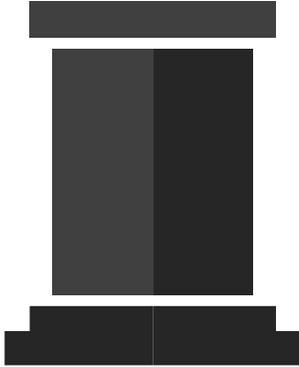
**Advocacy**



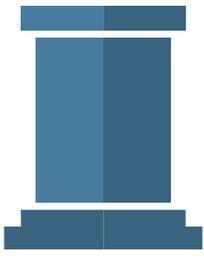
**Education**



**Development**



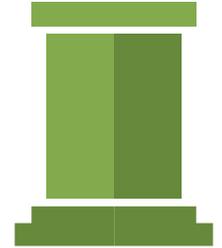
**Engagement**



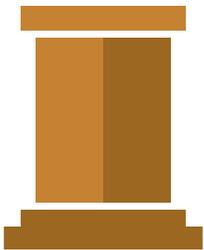
## Governance

**Governance** is the establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members and their primary duty of enhancing the prosperity and viability of the organization.<sup>1</sup>

**Advocacy** is an activity by an individual or group which aims to influence decisions within political, economic, and social systems and institutions. Advocacy includes every form of research, activist journalism, persuasion, coalition-building, and public relations as well as political activity.<sup>2</sup>



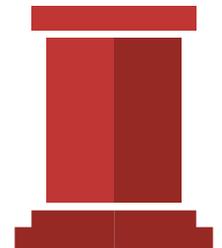
## Advocacy



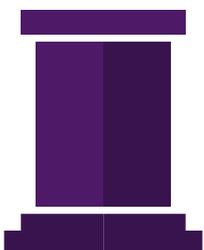
## Research

**Research** is the systematic investigative process employed to increase or revise current knowledge by discovering new facts. It is divided into 1) Basic research, which is inquiry aimed at increasing scientific knowledge, and 2) Applied research, which is effort aimed at using basic research for solving problems or developing new processes, products, or techniques.<sup>1</sup>

**Education** is the process of facilitating learning, or the acquisition of knowledge, skills, values, beliefs, and habits. Educational methods include storytelling, discussion, teaching, training, and directed research.<sup>2</sup>



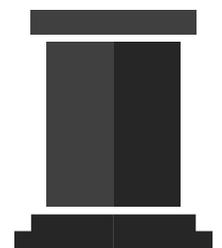
## Education



## Development

**Organizational Development** is the systematic process of planning for and implementing effective change, to increase an organization's effectiveness or efficiency, throughout the organization or in specific areas.<sup>2</sup>

**Community Engagement** is the process of building relationships with community members who will work side-by-side with you as an ongoing partner, in any and every way imaginable, building an army of support for your mission, with the end goal of making the community a better place to live.<sup>3</sup>



## Engagement 5

# Strengths, Weaknesses, Opportunities, Challenges

Strengths	Weaknesses	Opportunities	Challenges
Positioned well to be the voice of amateur sport in Calgary	<b>***COVID-19 uncertainty;</b> includes short-term financials, fundraising, and local economy	<b>***COVID-19 recovery;</b> increasing need for sport and positive stories of local successes	<b>***COVID-19 uncertainty;</b> includes longer-term financials, fear of infection within sport, AHS health/safety guidelines
Relationships and support from various stakeholders, including City, sport community, community partners and corporate sponsors	Too many opportunities with limited resources (money and people) and capacity to serve breadth of stakeholders and scope of mandate	Civic Partner status and policy alignment; collaborating with other Civic Partners	De-emphasis on physical education in schools - pushes responsibility onto community clubs/organizations, with no broad school board policies
Successful first year of 2019-23 Strategic Plan, with major activities and KPIs met	Lack of awareness and understanding from general public of Sport Calgary mandates and various initiatives	Leveraging engagement and relationships from various stakeholders, including City, sport community, community partners, corporate sponsors, post-secondary institutions and community at large	Limited municipal and other public funding for sport and infrastructure
Effective Board reflecting diverse expertise and perspectives	Some sport organizations may not see value or relevance	Emergence of new sports, including inter-cultural offerings	Communicating and delivering value to members
Governance model and practices	Financial reliance on City of Calgary	Physical literacy: advocacy and education	Prioritization: limited resources spread too thin
Civic Partner status and alignment	Not capturing all voices (e.g. small volunteer organizations)	Growing and increasingly diverse population	Tough economy and need for fiscal restraint
Public need for sport advocacy	Lack of media coverage for amateur sport	Engagement of underrepresented groups as defined in Sport for Life policy.	Sedentary lifestyle and increased screen time
Objectivity of advocacy and research	Limited shelf life of fundraising event format	Volunteer engagement and enthusiasm for sport	Changes of governments / political uncertainty in a local election year
High performing and cohesive team; track record of achieving results	Low engagement with schools and education boards	Digital presence and resources; growing established platform to offer integrated membership programs	
Growing membership base	Lack of integrated membership program	Mental Health advocacy in sport	
Growing value for membership	Capacity for volunteer engagement	New revenue streams; new events/initiatives	
Name/brand, including public credibility/awareness	COVID-19 uncertainty; includes short-term financials, fundraising, and local economy	New facilities completed and contemplated	
Media relationships and skills		Strengthen relationship with Sport for Calgary Foundation	
		School programs and policies	
		ActiveCITY community engagement	

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# ACTIONS

## 2021-2023

This section identifies specific actions by year, together with related KPIs

Sport Calgary's organizational growth and development has accelerated in recent years, driven by its dedicated volunteer Board and supported by strong staff, engaged members, and key stakeholders.

With a growing membership base and strong community partnerships, Sport Calgary is well-poised to continue building on that solid foundation over the next few years and beyond as it continues on its mission to be the voice of sport in Calgary, and assist, support, and influence the growth of sport in our City.

## Governance

### 2021

- Complete 2021 update to 2020-23 Strategic Plan, capturing direct input from members and key community stakeholders (**KPIs:** Alignment of Strategic Plan and bylaws, following full review and submission of bylaws; AGM turnout and engagement; Board review by December 31, 2020 and approvals by March 30, 2021 of Plan; communication of draft Plan to members and key community stakeholders by January 31, 2021; results and 2021 Business Plan aligned with Plan Actions and various specific KPIs)
- Continued growth in active membership (**KPI:** continued growth to 350 voting member organizations, from 2020 year-end total of 314)
- Board skills and competency self-assessment (**KPI:** completed and submitted to Board Chair by February 15, 2021)
- Review current Board recruitment process and update if required (**KPI:** review completed and any updates approved by Board in March 2021)
- Review current Board policies and risk matrix, and update as required (**KPI:** review completed and any updates approved by Board in March 2021)
- Recruit for Board vacancies and appointments, to fill at Annual General Meeting (AGM) (**KPI:** elections at 2021 AGM; annual Board elections with list of strong nominees reflecting identified requirements (including Board succession) and gaps; fully-engaged Board continues and effectiveness reflected in annual self-assessment results)
- Calendar of Events for remaining 2021, including quarterly Board and Standing Committee meetings (**KPI:** calendar finalized by December 31, 2021)
- Monitor CEO performance and management succession plans on quarterly basis through 2021 (**KPI:** timely quarterly reviews completed on a regular basis)

- Review and revision of Bylaws as necessary to reflect Strategic Plan recommendations regarding membership, fees, policies, City relationship, etc (**KPI:** draft reviewed by Board and recommended for approval annually at AGM)
- Continuing to successfully steward the organization (**KPIs:** annual financial and Business Plan results, Annual Budgets and Business Plans aligned with Plan Actions and various specific KPIs)
- Monitor CEO performance and management succession plans on a quarterly basis (**KPI:** timely quarterly reviews completed on a regular basis and for each calendar year)
- Monitor and review CEO succession plans (**KPI:** plans approved for each calendar year, for implementation as necessary beginning 2021)

## 2022-23

- Continue all activities from 2021, making incremental improvements where possible; draft new Strategic Plan beginning 2022 for five-year period (**KPI:** continued successful governance practices, 10% future membership growth, draft Strategic Plan 2022-2026 completed by December 31, 2021)

# Management & Staff

## 2021

- Continuing strong, supportive working relationship between Board and CEO; CEO and City; and CEO with members and key community stakeholders (**KPIs:** financial and business results; quarterly and annual reviews)
- Quarterly, annual, and ongoing career development discussions between CEO and staff (**KPIs:** staff feedback, career development specifics, financial and business results, individual KPI review)
- Develop and assist the Board as appropriate in implementing CEO succession plan (**KPI:** plan approved for calendar year-end 2021, for implementation as necessary)

## 2022-23

- Continuing strong, supportive working relationship between Board and CEO; CEO and City; and CEO with members and key community stakeholders (**KPIs:** financial and business results; quarterly and annual reviews)
- Quarterly, annual, and ongoing career development discussions between CEO and staff (**KPIs:** staff feedback, career development specifics, financial and business results, individual KPI review)
- Assist the Board as appropriate in monitoring CEO succession plans (**KPI:** plan approved for calendar year-end 2021, for implementation as necessary)

The nature of Sport Calgary's relationship with the City of Calgary has evolved significantly over the decade since City Council's approval of the Civic Sport Policy in November 2005 (CPS2005-74), confirming Calgary Sport Council's role as the independent body to represent the interests, goals and objectives of amateur sport in Calgary. Shortly thereafter, in September 2006 (CPS2006-44), City Council approved Calgary's Civic Sport Policy Strategic Plan. In November 2008 (CPS2008-84) Council adopted in principle, the Implementation Plan for the 10-Year Strategic Plan for Sport Facility Development and Enhancement. In February 2010 (CPS2010-07), Council named Calgary Sport Council as a member of the Event Advisory Committee.

In 2016 the City initiated a review of the Civic Sport Policy (CSPSC002), consisting of a current state analysis, stakeholder interviews, facilitated focussed discussions, expert panels, municipal benchmarking, a sport infrastructure report and a general population study. This collective body of work was used to develop the Sport for Life Policy. Sport Calgary took a lead role in the public engagement process to support the new Sport for Life Policy.

In 2017, Sport Calgary became a Civic Partner of the City of Calgary.

The Sport for Life Policy (CP2018-03), approved in May 2018, reaffirms the City's shared responsibility to provide Calgarians with the opportunity to freely participate in, experience and enjoy sport to the extent of their abilities and interests. The Policy clearly defines The City's commitment to Calgarians to support and develop sport, as well as how The City will work with the sport sector and partners. As a result of this new Policy, Sport Calgary assumed important new mandates, roles and responsibilities.

The current 4-year Operating Agreement (2019-23) reflects the new mandates, roles and responsibilities, including KPIs, identified in the Sport for Life Policy.

The Operating Agreement sets out Operating Grant benchmarks for each of the 4 years:

- (a) For 2019: \$462,000
- (b) For 2020: \$444,000\*
- (c) For 2021: \$449,500
- (d) For 2022: \$498,000

*\* Temporary one-time reduction in cash from City of Calgary, as part of broader Civic Partner cuts*





Sport Calgary is obligated under the Agreement to use the Operating Grant to provide defined "Services". The updated, consolidated wording of Schedule "A" sets out the agreed Services. The agreed deliverables are set out as specific Actions under the original 2019-23 Sport Calgary Strategic Plan.

In the Agreement, The City specifically acknowledges that Sport Calgary may be involved with other responsibilities, funded through non-municipal sources and not covered by the Agreement and that the City has no interest in these responsibilities provided they do not conflict with Sport Calgary's obligation under the Agreement.

The City and the Sport Calgary are obligated to meet at least annually on or about November 30 of each year, prior to the submission of Sport Calgary's Business Plan to the City, to discuss "the goals and plans for implementation of the Sport for Life Policy and other products of the Sport for Life Policy exploring alignment, roles and responsibilities".

As part of its Civic Partner obligations, Sport Calgary also submits an annual report to the City of Calgary each spring.

Under a Lease Agreement that commenced July 1, 2017, The City of Calgary is also Sport Calgary's landlord for office space at Father David Bauer Arena. The Lease Agreement is set for a term of five years, subject to early termination and extension options available to each party.

## 2021-2023

- Review the goals and outcomes of a Sport Summit or equivalent event, and plan accordingly (**KPI:** complete review by end of year)
- Continue to play a lead role in Sport for Life Policy (**KPI:** resume quarterly meetings with policy advisory committee; annual report to Council in May 2021)
- Continue to present updates on a timely basis to City Council, including an “Annual Report To The Community” (**KPI:** present Annual Report to the Community each year)
- Review Strategic Plan along with current city funding (**KPI:** present accomplishments to City Council along with projects planned on an annual basis)
- Continue to work with the city and sport organizations through Foothills Athletic Park Redevelopment Assessment Committee (FAPRAC) with needs for fieldhouse (**KPI:** active participation on FAPRAC; thorough review with stakeholders before final plans and approval by all stakeholders)
- Support City of Calgary with Community Sport Hub project expansion (**KPI:** Submit proposal to Calgary Recreation for Sport Calgary to lead program expansion)
- Activate Sport for Life Policy (**KPI:** Submit proposal for new city-funded position for 2022, in alignment with Calgary Recreation proposals)
- Present and promote Sport for Calgary Foundation (**KPI:** Foundation launched with broad community awareness; City of Calgary has one non-voting representative added)
- Partner with City of Calgary and YYC Plays (**KPI:** key role in Play Summit and extend reach of Calgary Play Charter)
- Facilitate engagement around sport infrastructure needs (**KPI:** work with sport organizations and City Council on needs, and support demands for new facilities and updates to facilities with support letters and reports)
- Work with Indigenous groups (**KPI:** bring new sports and opportunities to Indigenous groups and schools, and have intro sport sessions at their schools and community associations)
- Meet on an annual basis with all City Councillors, as well as senior leadership from City Administration and Recreation (**KPI:** meetings held and resulting outcomes)



Sport Calgary is a non-profit organization, whose primary source of funding is currently 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.

*Sport Calgary Year-End Financial Statements, December 31, 2020* are attached in the appendix.

### 2021

- Apply for summer student funding (**KPI:** \$8,000 funding approved; 1-3 students hired May 2021)
- Identify other potential sources of funding, such as provincial and federal grants (**KPI:** update the priority list (including grantadvance.com) prepared for consideration for 2022 business plan; \$10,000 secured in 2021)
- Provide inputs into Sport for Calgary Foundation marketing strategy as requested (**KPI:** Support S4C Foundation marketing strategies for anticipated launch in 2021)
- Provide paid administrative support and inputs to Sport for Calgary Foundation (**KPI:** \$2,000 fees per month received for 2021)
- Seek additional sponsorship support for postponed Spring 2021 Celebration of Sport event (**KPI:** add \$14,000 in sponsorship for Celebration of Sport, while retaining all previous renewals from Fall 2020)
- Secure sponsorship support around "All Sport" events (**KPI:** \$5,000 sponsorship for All Sport One City 2022; cost of ASOD t-shirt collateral covered by title event sponsor)
- Develop Sport Calgary sponsorship strategies; maintain and develop "Proud Supporter" partnerships (**KPI:** add one "Bronze" sponsorship at \$10,000/year; maintain existing level of "Proud Supporter" partnerships.)
- Research potential sites and financial models for proposed "Sport for Calgary" building (**KPI:** continue research in partnership with local architectural firms and provide assistance as required in partnership with Sport for Calgary Foundation efforts)
- Grow and diversify revenue sources and maintain annual financial results (**KPI:** annual financial results showing annual balance sheet growth and a modest net break-even bottom line for each year; achieve non-City revenue sources of 25% in 2021)
- Review of Operating Agreement with Calgary Recreation (**KPI:** Discuss updates with Calgary Recreation Liaison)

### 2022-23

- Continue to grow and diversify revenue sources and strengthen annual financial results (**KPI:** annual financial results showing annual balance sheet growth and a modest net break-even bottom line for each year; increase non-City revenue sources to 35% by end of 2023)

Partnerships and community engagement have always been foundational to Sport Calgary. Our organization was formed by a powerful partnership consisting of The City of Calgary, the Federation of Calgary Communities, The Calgary Booster Club, the Calgary Senior High School Athletic Association, the Canadian Sport Institute, Repsol Sport Centre and WinSport.

Sport Calgary understands that we can increase our profile when we form strategic partnerships. We recognize that Sport Calgary's continued success is contingent upon working closely with key partners, including schools, foundations, businesses, sport organizations, major facilities, City & community agencies, governments, and media.

### 2021

- Advocate for sport in schools through partnership with Canada's Sports Hall of Fame (**KPI:** have schools promote All Sport One Day and All Sport One City through internal channels and handouts)
- Foster close relationship with Canada's Sports Hall of Fame (**KPI:** partner on two events per year)
- Continued partnership with Flames Equipment Bank and KidSport (**KPI:** promote organizations on Sport Calgary's website; maintain representation on combined Board of Directors; publish and co-promote KidSport's *The Face First* podcast)
- Foster close relationship with WinSport (**KPI:** co-promote events; host All Sport events and other Sport Calgary functions)
- Support Calgary Pride (**KPI:** participate in Calgary Pride Parade on an annual basis)
- Work with Facility Managers (**KPI:** succeed in key facilitation role with facility managers group, as City of Calgary oversees ice strategy and fee schedule)
- Reach out to Facility Operators and City of Calgary regarding maximizing affordable community access (**KPI:** conduct initial meetings with facility executives resulting in improvement in their managing facilities effectively for community use (ice operations, sport leagues, community sport use, community access and affordable rates, etc.))
- Invite provincial and federal Ministers to attend Celebration of Sport (**KPI:** invitations are accepted; Ministers attend)
- Continue to provide governance assistance to sport organizations (**KPI:** minimum of ten sport organizations per year; promote Federation of Calgary Communities course on Board Leadership Development to 10 sport governing bodies; host an annual grant and governance workshop with minimum ten sport organizations)
- Assist organizations that support new Canadians and cultural groups (**KPI:** make materials and resources available (All Sport One Day, Flames Sports Equipment Bank, KidSport Calgary) to distribute; attend events)



## 2021 (continued)

- Support YMCA Calgary (**KPI:** 5 meetings resulting in YMCA improving its ability and capacity to engage community; increase in number of sport groups using facilities)
- Continue on Foothills Athletic Park Redevelopment Advisory Committee in support of multisport fieldhouse (**KPI:** participate and lead advisory committees surrounding new facilities, within context of Sport for Life Policy)
- Strengthen relationships with Calgary post-secondary institutions (**KPI:** involve at least two post-secondary institutions in All Sport events; hire local summer students and volunteers; support ongoing research work; participate at Sport Calgary events)
- Contribute in-kind resources to cross-sectoral effort to provide quality programming, advocacy, and evidence based research on sport and recreation for persons with disabilities (**KPI:** promote adaptive sport initiatives on digital platforms; play a key role in establishment and promotion of new adaptive sport hub)
- Build on relationship with sport representatives of Government of Alberta (**KPI:** active participation in Celebration of Sport)
- Strengthen formal media partnerships (**KPI:** renew existing partnership with Rogers Sportsnet; secure new television partnerships)
- Work with Indigenous groups (**KPI:** bring new sports and opportunities to Indigenous groups and schools, and have intro sport sessions at their schools and community associations)
- Maintain Sport Calgary's presence in provincial sport initiatives and leadership (**KPI:** ensure Sport Calgary is a signatory on letters to provincial Ministers and Premier; receive invitation to speak in one webinar with provincial reach)
- Partner with organizations to advocate for increased facility space for sport (**KPI:** establish a working group that can find creative spaces for sport to participate)
- Partner with post-secondary and other athletic leagues for group ticket options (**KPI:** establish agreement with at least 1 team for partnership by end of 2021)

## 2022-23

- Re-establish relationships with schools (**KPI:** get ASOD cards and information to schools and parent council; have minimum eight schools connect with Sport Calgary to access sport resources)
- Engagement with Community Sport Hubs (**KPI:** increase number of sports in schools, along with expansion of Catholic school board and involvement in northeast quadrant)
- Continued partnership with Flames Sports Equipment Bank and KidSport Calgary (**KPI:** promote organizations on Sport Calgary's website; maintain representation on combined Board of Directors)
- Foster close relationship with WinSport (**KPI:** co-promote events; host All Sport One Days; host Celebration of Sport)
- Foster close relationship with Canada's Sports Hall of Fame (**KPI:** partner on two events per year)
- Support Calgary Pride (**KPI:** participate in Calgary Pride Parade on an annual basis)
- Partner with City of Calgary and YYC Plays (**KPI:** key role in Play Summit and extend reach of Calgary Play Charter)
- Partner with Canadian Association for the Advancement of Women and Sport (CAAWS) (**KPI:** promote and partner on two workshops)
- Work with Facility Managers (**KPI:** succeed in key facilitation role with facility managers group, as City of Calgary oversees ice strategy and fee schedule)
- Reach out to Facility Operators and City of Calgary regarding maximizing affordable community access (**KPI:** conduct meetings with facility executives resulting in improvement in their managing facilities effectively for community use (ice operations, sport leagues, community sport use, community access and affordable rates, etc.))
- Invite provincial and federal Ministers to attend Celebration of Sport (**KPI:** invitations are accepted; Ministers attend)
- Determine feasibility of "Sport Calgary Media Hub" (**KPI:** Complete report looking at operational and financial feasibility of "Sport Calgary TV" and interactive member forum)
- Continue to provide governance assistance to sport organizations (**KPI:** minimum of ten sport organizations per year; promote Federation of Calgary Communities course on Board Leadership Development to 10 sport governing bodies; host an annual grant and governance workshop with minimum ten sport organizations)



Nothing can convey the myriad benefits of sport more persuasively than actually participating in a sport. To that end, Sport Calgary events are a valuable way to engage the public and show Calgarians how rewarding it can be to be active.

All Sport One Day is our annual free day of sport discovery for children ages six to seventeen. With nearly a decade of successful All Sport One Day events under our belt, we recently expanded the program to include adults, a much requested addition to our roster of events! All Sport One City offers free sport experiences to adults over the course of a week.

Calgary's Celebration of Sport is Sport Calgary's way of honouring the people who make Calgary such an incredible sport city. It is a forum where Sport Calgary can highlight the tremendous impact businesses have when they choose to support Sport, and encourage other businesses to follow their lead.

These events are for all Calgarians, including those who are underrepresented in the sport system.

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## All Sport One Day 2021

- Introduce a second annual All Sport One Day per year (targeting "winter" sports) (**KPI:** Open All Sport One City to children/youth, with participation at 10% of total registrants)
- Expand reach of All Sport One Day (**KPI:** Target: 500 more registrants (6000 total))
- Involve The Mayor and Council (**KPI:** Send invitation and have Mayor and five Councillors attend or actively promote the event)
- Continue to expand media coverage/reach (**KPI:** have four TV segments featuring Sport Calgary staff and sport partners)
- Improve Performance Accountability results (**KPI:** 5% improvement across all metrics)
- Decrease no show rate to 28% by 2022 (**KPI:** 1% decrease per year from 30% 2020 baseline)
- Maintain satisfaction rate above 95% (**KPI:** hit target)

## 2022-23

- Continue to expand "All Sport" events while maintaining satisfaction rates (**KPI:** new All Sport sessions and a satisfaction rate of at least 95%)

# All Sport One City 2021

- Pilot “All Sport One Day: Winter Edition” at ASOC 2021 (**KPI:** 400 youth registrations)
- Improve ratio between pre-registrations vs. actual attendance (**KPI:** 1400 pre-registered; 1000 on-site participants)
- Implement Performance Accountability Measures as per Sport for Life Policy (**KPI:** survey all participants on Performance Accountability Measures with 5% improvement in results)
- Decrease no show rate to 31% (**KPI:** 1% decrease, from 32% 2020 baseline)
- Increase firm conversion rate to 50% and satisfaction rate to 96% (**KPI:** hit targets)
- Strengthen the promotion and awareness of All Sport One City (**KPI:** explore a social ambassador program to promote All Sport events; create six sport stories based on ASOC)
- Evaluate registration process (**KPI:** have registration platform ready for 2021 events)

## 2022-23

- Secure sponsorship for expanded “All Sport” events (**KPI:** \$5,000/year by 2022)
- Decrease no show rate to 30% by 2022 (**KPI:** 2% decrease, from 32% 2020 baseline)

# Celebration of Sport 2021

- Hold annual Celebration of Sport Event in Spring 2021 (**KPI:** \$14,000 in additional sponsorship, while retaining all previous renewals from Fall 2020)
- Increase number of award nominations (**KPI:** receive five nominations for each award)
- Review award criteria (**KPI:** thorough review of award criteria that ensures fairness for all nominees; consideration of “Volunteer of the Year” award)
- Increase potential sponsorship opportunities (**KPI:** add title sponsor categories; review other on-site event opportunities)
- Maintain performance measures (**KPI:** event operating expense ratio, ticket sales, sponsorship sales, return attendees, media)



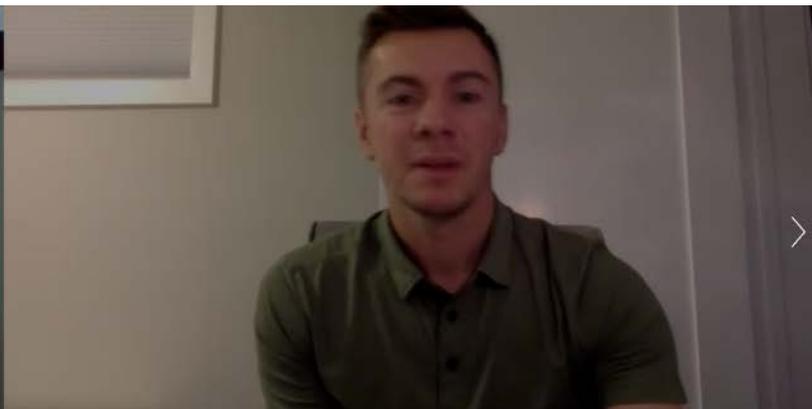
## 2022-23

- Continue holding annual Celebration of Sport Events or replacement format (**KPI:** 85% renewal rate, 15% new sponsors, \$80,000 net budget per year)

## Sport Summit

### 2022-23

- Define clear measurable and achievable goals for a Summit type event; derive event concept and format in agreement with City of Calgary (**KPI:** goals defined and agreement formalized with City)
- Run a pre-Summit event (**KPI:** achieve at least one of pre-defined goals with City)
- Prepare and present a detailed proposal for a Summit event, with approval to hold event (**KPI:** complete proposal submitted 2022; defined sponsorship ask and involvement for Summit)
- Organize and hold a successful event (**KPI:** broad participation among City of Calgary, post-secondary institutions and corporate sponsors; 90% satisfaction rate)
- Secure sponsors for "Sport Summit" (**KPI:** raising sufficient funds and corporate participation at event to meet Summit budget/goals)



Sport Calgary has placed a renewed focus on our members in recent years. This has led to a substantial increase in the number of sport organizations we represent, and has made it easier for Sport Calgary to advocate for sport in our city. Going forward, we intend to improve the member services we offer, with a goal of making every Sport Calgary member feel connected to who we are and what we do.

## 2021

- Survey Sport Calgary’s membership regarding current satisfaction and guidance for future initiatives (**KPI:** annual membership survey distributed to all members, with timely collection and analysis of results)
- Survey Sport Calgary’s membership on the impact of COVID-19 on their operations (**KPI:** Two surveys in 2021, with supporting media releases)
- Create enhanced digital platform for membership engagement (**KPI:** review, select and implement membership management platform by December 31, 2021)
- Produce monthly membership bulletins to distribute timely information to voting member organizations (**KPI:** Open rate above 35%, click rate above 30%, unsubscribe rate below 5%)
- Increase number of Sport Calgary members through proactive requests (**KPI:** 350 voting members by end of year, from 314 members in 2020)

## MEMBER DIRECTORY

### SPORT CALGARY MEMBERS

Becoming a Sport Calgary member isn't a typical kind of membership; it is a demonstration of solidarity with the sport community to represent Calgarians and The City of Calgary.

BECOME A MEMBER



Calgary Broomball Association



Hiro's Judo Club



Waterwerks Kayak Club

Sport Calgary wants to ensure our messaging effectively gets to intended targets. In addition to periodic e-newsletters and an active presence on social media, our new [sportcalgary.ca](http://sportcalgary.ca) website has nearly limitless potential to carry our message to new audiences. The entire population of Calgary should feel that they have access to information about sport programs and services. Sport Calgary will continue to spread the message that sport is an integral part of the fabric of Calgary.

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### 2021

- Increase social media followers (**KPI:** 10% growth in total followers for each platform)
- Strengthen social media support for All Sport events (**KPI:** 140,000 impressions across all channels for All Sport One Day; 50,000 impressions for All Sport One City)
- Produce high-quality Member Profile videos (**KPI:** 10 new Member Profile videos)
- Produce expanded number of Podcasts (**KPI:** 18 new Podcast episodes; explore partnering with post-secondary broadcasting programs to produce student-run sport podcast)
- Expand the Sport Calgary web platform and web-enabled services to accelerate community engagement and dissemination of timely, relevant information to members and the general public (**KPI:** 15% growth in average monthly users as compared to 2020)
- Monthly e-newsletters to an expanded distribution base (**KPI:** 12 monthly newsletters and 9500+ subscribers)
- Increase number of Sport Calgary members through proactive requests (**KPI:** 350 members by end of year)
- Educate public on initiatives of Sport Calgary (**KPI:** earned media coverage of Sport Calgary throughout the year, and zero advertising spend)
- Promote inter-cultural sporting events as per s.3.10 and underrepresented groups as per s5.1.1.iv of Sport for Life Policy (**KPI:** Increased number of blog entries, events, Member Profile Videos, and Podcasts with this focus)
- Continue to strengthen media ties with regular relevant media releases (**KPI's:** zero advertising spend, increase awareness and perception/support of Sport Calgary, increased membership, increase Sport Calgary credibility)
- Support launch of Sport for Calgary Foundation (**KPI:** foundation brand and supporting collaterals are established; marketing plans developed for anticipated 2021 launch)
- Support market research and communications for proposed "Sport for Calgary Building" (**KPI:** deliver any requested research/communications as scope of project is determined)
- Support City of Calgary with Community Sport Hub project expansion (**KPI:** actively promote information and toolkits as shared by the City of Calgary; submit proposal to Calgary Recreation for Sport Calgary to lead program expansion)

## 2022-23

- Evaluate social media strategy and new platforms, including web content management systems (**KPI:** Leverage social media and new technologies to advance Sport Calgary mission)
- Determine feasibility of “Sport Calgary Media Hub” (**KPI:** Complete report looking at operational and financial feasibility of “Sport Calgary TV” and interactive member forum)
- Activate Sport for Life Policy (**KPI:** Submit proposal for new city-funded position for 2022, in alignment with Calgary Recreation proposals)



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# CHEF DE MISSION ANNOUNCEMENT

< Sport Calgary's Catriona Le May Doan named Chef de Mission for the 2022 Winter Olympics

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# RETURN TO SPORT RESOURCES

< Guidelines and info for returning to sport

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One of Sport Calgary's functions is to educate people on the benefits of sport and best practices in sport delivery. Sport Calgary also undertakes important research, which in turn informs and underpins important documents like the City's Ten-Year Strategic Plan for Facility Development and Enhancement. Sport Calgary is uniquely situated to conduct this type of research in an efficient and objective manner.

### 2021

- Continue to provide assistance to sport organizations (**KPI:** promote Federation of Calgary Communities course on Board Leadership Development to 10 sport governing bodies; coordinate three annual relevant educational grant and governance workshops with a 75% attendance rate)
- PLAY Calgary leadership group (**KPI:** continue to play key role as a part of leadership team in planning PLAY events and webinars; lead a quarterly PLAY meeting with results/key findings from 2020 surveys)
- Facility Advisory Groups (**KPI:** five arena managers meetings, and monitor other manager groups as formed)
- Partner with post-secondary institutions in regards to research (**KPI:** co-present at least two sessions with post-secondary with regards to research and results)
- Partner with City of Calgary on research regarding sport facilities (**KPI:** provide guidance and assistance as required)
- Work with sport organizations regarding facility needs (**KPI:** present reports and support letters for asks for funding)
- Partner with ActiveCITY (**KPI:** lead community engagement with ActiveCITY)
- Administer and support the Calgary Adaptive Hub (**KPI:** share results from CAH program with media and community)

### 2022-23

- Partner with post-secondary institutions in regards to research (**KPI:** co-present at least two sessions with post-secondary with regards to research and results)
- Work with sport organizations regarding facility needs (**KPI:** present reports and support letters for asks for funding)



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**A** | **Calgary Sport for Life Policy**

**B** | **Operating Agreement 2019-2023**

**C** | **Year-End Financial Statements, December 31, 2020**

**D** | **Strategic Plan 2016-20 Excerpts**

**E** | **Risk Matrix as of January 1, 2020**

**F** | **Progress Report 2020**



## DECLARATION

Here, **you are welcomed, accepted and respected.** Here, no matter who you are or where you come from, **you are at home,** regardless of your race, marital or family status, gender identity or expression, age, colour, disability, political or religious belief or non-belief. All that we ask is that **you be ethical, excellent and inclusive in all you do,** and most importantly, **have fun!**