

Team Spirit:

Advancing Amateur Sport for all Calgarians

**A 10 Year Strategic Plan
for Sport Facility
Development and
Enhancement**

May 2008

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EXECUTIVE SUMMARY

Calgarians are passionate about amateur sport. Through sport activities, Calgarians have fun, learn and develop skills, are physically and mentally active and are involved in their community. Indeed, approximately 320,000 sport participants actively engage in 85 different sport activities that are administered by over 400 sport organizations in Calgary. And, participation is growing.

To further advance the benefits of amateur sport in the city and address future facility needs, the Calgary Sport Council in conjunction with The City of Calgary developed a Strategic Plan to establish priorities for sport facility development and enhancement over the next ten years.

To identify critical issues affecting sport in Calgary, a comprehensive public engagement and consultation process was employed involving 202 Calgary sport organizations, 47 sport facility operators, 46 provincial and national sport governing bodies, 12 secondary and post secondary school organizations, 13 sport development organizations and 1,500 general citizens. The ideas and perspectives provided through these stakeholders established a foundation for developing strategies that will advance amateur sport for all Calgarians.

Issues to Address to Further Develop Sport in Calgary

Sport Participation Increases, Facility Development Has Not Kept Pace

- Although there are approximately 85 sport activities that Calgarians are involved in, 80% of sport participants engage in thirteen of these activities. Facilities that support these activities include gymnasia, ice arenas, outdoor and indoor rectangular fields, ball diamonds, golf courses, curling rinks and track and field facilities.
- Over the past decade, sport participation has reflected population growth within the city and is expected to continue over the next decade. This increase has put pressure on sport facility use in Calgary, principally as the numbers of facilities that have developed in the city to support sport have not kept pace with the growth in population, especially in new communities. These challenges have caused some sport organizations to adopt registration cap methods that limit participation.

Sport Organizations are Challenged to Develop, Operate and Use Facilities

- The City's current recreation facility development model (e.g. partner organizations required to raise capital for facility development and commit to operating and maintaining the facility without assistance from the City) is not feasible for most volunteer sport organizations. Sport organizations do not have abundant resources and rely heavily on volunteers to administer and deliver programs.
- Many facilities used by sport lack specifications and standards to fully support sport activities. Some facilities address many different recreation and leisure purposes or have other intended uses that are not related to recreation and sport (e.g. educational purposes). Also, many of the most recent facility investments in the city have been developed to address recreational purposes in regional areas and, as such, have inhibited opportunities for sport use. Further, there is a lack of facilities that meet national and international standards to accommodate competitions and tournaments.

There is a Need to Enhance Access to Sport Facilities

- Facility needs of sport organizations serving lower numbers of participants have been overshadowed by those of larger, more prominent sport organizations. While there are many reasons for this partiality, some of the historical booking systems employed to schedule use of facilities may have impeded fair and equitable access.

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- Some facilities that are used for sport in Calgary are aging and require upgrades and lifecycle investment to continue providing opportunities to sport. As well, many of these facilities are single purpose (e.g. only serve one sport activity) and could further benefit sport activities by becoming more adaptable to sport requirements and uses. Further, it is difficult at times to maintain natural turf fields at city athletic parks due to demand on these facilities.
- Schools facilities such as gymnasiums and sport fields are important resources within the sport facility inventory in Calgary. Access to these facilities by sport organizations has been encumbered by changes in school activities and initiatives, rental costs and standards of development.

All Calgarians should have Opportunities to Participate in Sport

- Some Calgarians lack awareness of sport opportunities available to them within the city. Some of these are disadvantaged citizens who are impeded by the cost of registration fees and equipment costs.
- Calgarians perceive the need for sport facilities to accommodate a variety of needs, interests and levels of skill/ability (for introductory to high performance and able and disabled bodied athletes).
- The current focus on high performance winter sport has limited exposure to summer sport opportunities among Calgarians.

Funding has been Announced for Major Facility Initiatives

- Government agencies (e.g. Alberta government and The City) have recently announced major recreation and sport facility funding initiatives (e.g. funds attributed to recreation and sport facility development through the Municipal Sustainability Initiative) and there is a need to advance sport opportunities within the city through establishing priorities for facility development, enhancement and accessibility.

Strategies to Advance Sport in Calgary

To provide direction and guidance for future facility development and sustainability of sport resources in Calgary over the next decade, measures and initiatives have been developed to advance sport opportunities in Calgary for its citizens.

Vision and Purpose

The overall vision of the 10 Year Strategic Plan is to enable Calgarians to experience and enjoy involvement in sport to the extent of their abilities and interests. Ultimately, the Strategic Plan will foster strong sport delivery systems and establish sport facility priorities in Calgary.

Guiding Principles

A set of guiding principles was developed to establish context for identifying priorities and strategic objectives for facility development and enhancement.

- Provide opportunities for Calgarians to participate within their sport of choice.
- Establish significance of sport such that investment in sport is a priority to The City.
- Support multi-sport design in facilities to accommodate the diversity of sport needs.
- Ensure sport involvement in recreation infrastructure investment decisions
- Optimize use of existing sport infrastructure.
- Ensure effective distribution of new facilities throughout the city.
- Promote ease of access to facilities through a range of travel modes.
- Support facility operating sustainability with consideration that cost should not be prohibitive to sport participation.
- Foster equitable access to facilities for all sport.

Strategic Intent of the Plan

Complexity within the sport delivery system has often challenged the distribution of opportunities and benefits for all sport stakeholders in Calgary. As such, the overall intent of the Strategic Plan is to foster collaboration among stakeholders within the sport delivery system and coordination of resources among stakeholders.

Facility Development Criteria

To further enhance collaboration and coordination of resources, a set of criteria were developed to establish priorities for facility development and enhancement. These criteria are presented below in order of priority:

- **Adaptable Design**
 - Developing adaptable spaces to address various sport and future opportunities
 - Serving the functional needs of numerous sport activities at one location
- **Community Wellness**
 - Benefiting the health, well-being and social development of the community (particularly children and youth)
 - Contributing to the urban design of the community
- **Accessibility**
 - Maximizing utilization of spaces
 - Considering number of users
- **Sustainability**
 - Ensuring economic sustainability of facilities
 - Planning for lifecycle and maintenance of facilities
- **Availability**
 - Distributing facilities effectively throughout the city
 - Ensuring new sport opportunities are accommodated
- **Activity Coverage**
 - Supporting all performance levels of play and tournaments
 - Contributing to the excellence for sport organizations and the city

Facility Type Priorities

A prioritized list of facility types has been established to provide guidance for the Calgary Sport Council and The City of Calgary to address the needs of sport and reduce or eliminate gaps in the supply of facilities within the community. While all facility types have some level of need for further development within Calgary, the prioritized list will help manage and employ resources to address sport needs and reduce gaps. The primary facility types will receive greater emphasis than the secondary or tertiary facility types when applying the facility development criteria, and the strategic objectives for facility development, enhancement and accessibility.

Facility Type Priorities		
Primary	Secondary	Tertiary
Gymnasia - Large Gymnasia - Small/Medium Indoor Fields - Rectangular Indoor Ice Arenas Indoor Tracks Multi-Purpose Rooms Outdoor Fields - Diamond ABC Outdoor Fields - Open Spaces Outdoor Fields - Rectangular ABC Outdoor Tracks	Aquatic - Open Water Curling Rinks Flat Water Pool - 25 Metre Flat Water Pool - 50 Metre Indoor Field - Diamond Outdoor Fields - Ovals Outdoor Fields - Rectangular D Outdoor Rinks Racquet Facilities - Badminton Courts Racquet Facilities - Indoor Tennis Courts	Aquatic - Dive Tanks Bowling Lanes - Pin Boxing Gyms Cycling BMX Cycling Velodrome Golf Courses Lawn Bowling Outdoor Field - Diamond D Racquet Facilities - Outdoor Tennis Courts Racquet Facilities - Racquetball Courts Racquet Facilities - Squash Shooting/Archery Ranges Ski/Sled Facilities

Strategic Objectives

The following strategic objectives were established by the Strategic Planning Committee to strengthen collaboration and coordination in advancing sport for all Calgarians:

Guiding New Facility Development

- **Identify Alternative Sport and Recreation Facility Development Models** - That the Calgary Sport Council work with The City to investigate new sport and recreation facility development capital and operating funding models that are both viable and sustainable.
- **Partner in New Facility Development** - That the Calgary Sport Council and The City work to maximize the potential of all proposed recreation facility development in the city to accommodate the needs of sport.
- **Demonstrate Market Demand for New Facility Development** - That the Calgary Sport Council and The City ensure that a market driven approach is used to plan all recreation and sport facility development in the city, including community, district, regional and city-wide facilities, such that decisions regarding specific facility components or types of facilities to be developed are clearly based on a comprehensive analysis of supply and demand.
- **Address Population Growth in New Communities** - That the Calgary Sport Council and The City ensure that the planning of any new facilities that accommodate sport are sensitive to current patterns of population growth in the city and that facility development adheres to recognized principles of community design. Of particular importance in this regard is transportation access, including access via public transit.
- **Encourage Adaptable Design in Sport Facilities** - That the Calgary Sport Council and The City ensure that in the planning and development of new sport facilities consideration is given to the development of a full range and spectrum of facilities such that participants will have the opportunity to progress from entry levels to high performance in a variety of sport (e.g. multi-sport, adaptable design).
- **Enhance Sport Opportunities at New Calgary School Facilities** - That the Calgary Sport Council and The City work with the school boards and the Provincial Government to determine if the development standards for school gymnasias and sport fields can be enhanced to better reflect the needs of the sport community.
- **Foster Access for All Sport Activities** - That the Calgary Sport Council ensure that the facility needs of sport organizations that serve a small number of participants and those of developing sport are addressed, where feasible, in the planning and development of all new sport facilities in the city.
- **Incorporate National and International Facility Standards in New Facilities** - That the Calgary Sport Council and The City ensure that national and international facility development standards are clearly identified and given consideration in the sport and recreation facility planning and development process.
- **Examine Opportunities to Extend or Expand Use of Sport Fields** - That the Calgary Sport Council and The City explore the feasibility of developing artificial turf sport fields at strategically located athletic parks throughout the city.
- **Serve as a Resource for Sport Development Opportunities** - That the Calgary Sport Council serve as a resource to those developers and planners who are considering the development of recreational or sport amenities enhancements in their new communities. The Calgary Sport Council would provide advice on the requirements, standards and specifications of proposed sport facilities and the types of facilities that may be of most benefit to the residents.

Enhancing Existing Facilities

- **Examine Opportunities for Upgrading and Expansion of Existing Facilities** - That The City and the Calgary Sport Council identify opportunities for upgrading/expanding facilities to better accommodate existing uses or repurposing/converting to accommodate other uses when changes to existing public sport and recreation facilities are required.
- **Address Facility Lifecycle and Upgrade Needs** - That the Calgary Sport Council and The City continue to work with those community associations and sport organizations with leases of public land that have recreation/sport facilities to ensure that their facility lifecycle and upgrade needs are being effectively addressed.
- **Involvement in School Closures** - That the Calgary Sport Council and The City develop a clear protocol and procedure for ensuring the needs of the sport delivery system are considered as part of the school closure process.
- **Upgrade School Sport Fields** - That the Calgary Sport Council and The City work with school boards on strategy and process for upgrading of existing sport fields at select high school sites throughout the city.

Improving Facility Access

- **Review Booking Procedures** - That The City, with the assistance of the Calgary Sport Council, undertake a comprehensive review of all policies and procedures associated with the booking of City and school facilities with a clear focus on providing fair and equitable access to all sport organizations, ensuring that facilities are being used for the appropriate activity and performance level and that time allotments are appropriate.
- **Enhance Access to School Gymnasias** - That the Calgary Sport Council and The City work develop a process and procedure for maximizing use of existing school gymnasiums by both sport organizations and other likeminded groups (e.g. The Calgary Children's Initiative) during non-school hours, including a review of options for reducing rental rates.
- **Enhance Access to Post Secondary Institution Facilities** - That the Calgary Sport Council work with the major post secondary institutions in the city in an effort to maximize the use of their existing sport and recreation facilities by the sport community.

Enriching Sport Delivery

The following initiatives were also highlighted for consideration by the Calgary Sport Council and The City of Calgary to further enrich the sport delivery system in Calgary. These initiatives reinforce existing strategies that already exist in the Civic Sport Policy.

- **Communicate Sport Benefits and Opportunities to the Public** - That the Calgary Sport Council in developing their communication plans and strategies ensure that the public is informed of the benefits of sport and of the significant opportunities to participate in sport in Calgary.
- **Promote Calgary as a World Centre for Sport** - That the Calgary Sport Council, The City and the Calgary Sport Tourism Authority work together to bring a variety of sport events to the city (e.g. both summer and winter sport) that will help establish Calgary as a world class centre for sport.

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- ***Promote Sport Registration and Equipment Assistance Programs*** - That the Calgary Sport Council work with social agencies and organizations providing sport registration fee assistance and equipment subsidies to Calgarians to ensure that the programs being offered are both complimentary and comprehensive and that they are being effectively communicated to those in need.
- ***Facilitate Education and Training Opportunities for Sport*** - That the Calgary Sport Council continue to facilitate and promote education and training opportunities for coaches and officials in an effort to help address the significant needs of sport organizations in this regard.

In conclusion, amateur sport has a promising future in Calgary. At the heart of this future is the sport community, which through the efforts of its volunteers has the enthusiasm and commitment to ensure that amateur sport achieves its potential. This Strategic Plan is intended to build team spirit among sport stakeholders and enhance infrastructure and resources to benefit the delivery of sport within the city.

1.0 INTRODUCTION

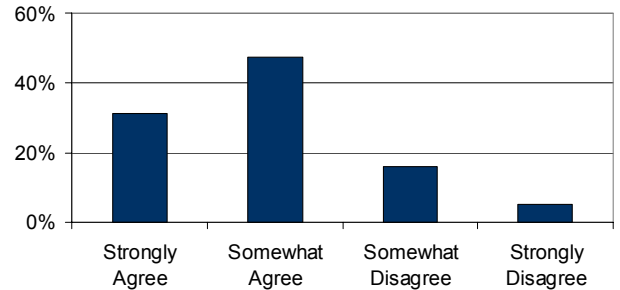
Calgarians are passionate about sport.

Amateur sport provides Calgarians a myriad of opportunities to have fun, learn and develop skills, be physically and mentally active and be involved in their community. Moreover, many Calgarians take advantage of these opportunities as sport participants, coaches, officials or administrators. Whether it is a child who celebrates with team mates after scoring a point, or an adult who marks a personal achievement in their sport of choice, or a volunteer who is engaged in the community through officiating a competition, amateur sport contributes extensively to the quality of life of Calgarians and the overall well-being of the community.

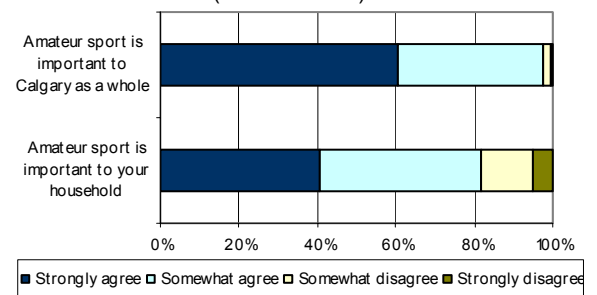
Many Calgarians are involved in amateur sport. For instance, almost one out of every two households (45%) in Calgary has at least one occupant who actively participates in amateur sport as an athlete. Further, these individuals represent approximately 320,000 sport participants who engage in 85 different sport activities that are administered by over 400 sport organizations.¹

Amateur sport has significance in the lives of Calgarians. Indeed, almost all Calgarians (98%) surveyed for this Strategic Plan² agreed³ that amateur sport is important to Calgary as a whole. Furthermore, eight out of ten Calgarians (81%) agreed that amateur sport is important to their households. There are numerous benefits of having a strong sport delivery system in the city and Calgarians acknowledge the value that amateur sport provides to individuals and the community.

**It is important to build facilities that help Calgary become known as a world class centre for sport
(General Public)**



**Importance of Sport to Calgarians
(General Public)**



¹ Source: Needs and Preferences Surveys - General Public and Sport Organizations in Calgary 2007/2008.

² Source: Needs and Preferences Surveys - General Public - 2007/2008.

³ Note: Strongly or somewhat agreed using a scale of strongly agree, somewhat agree, somewhat disagree or strongly disagree.

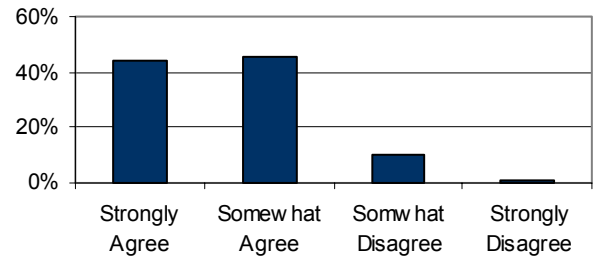
To further advance the benefits of amateur sport in the city, the Calgary Sport Council in conjunction with The City of Calgary implemented a planning process to establish priorities for sport facility development and enhancement over the next ten years. This Strategic Plan identifies critical issues that are impacting amateur sport in Calgary and presents strategies to enhance and develop sport facilities to foster a strong sport delivery system within the city.

1.1 The Opportunity for Sport in Calgary

Calgary has experienced significant population growth over the past decade. The city's population has increased 29% (Statistics Canada Federal Census) since 1996 and is now over 1 million people. However, investment in infrastructure, particularly sport facilities,⁴ has not kept pace with this growth. Provincial and Federal government infrastructure funding programs in the 1970's and 1980's helped to encourage sport facility development in these decades. Nonetheless, fiscal policies of governments in the 1990's and the early part of this decade diminished opportunities for municipalities to invest in sport infrastructure.⁵ As a result, it has been difficult for municipalities, including Calgary, to keep pace with the growing demand for facilities.

Other factors have also contributed to increased pressures for sport facilities in Calgary. Many facilities are located in older parts of the city and some are nearing the end of their functional life expectancy requiring re-investment to protect public safety, secure increasing operating costs, meet changing needs and conserve energy. These facilities also tend to be single purpose venues that lack economies of scale and efficiencies associated with multi-sport facilities or larger regional facilities that accommodate high volumes of users. This is compounded by the expanse of population into new communities, which do not have infrastructure to accommodate sport activities, and much of this

Future Increases in Sport Participation will be a Result of Population Growth (Sport Organizations)



Sport Participation in Calgary

Approximately 320,000 sport participants in Calgary.

Households with at least one occupant involved in sport:

- Inner city - 38%
- Established communities - 42%
- New communities - 57%

Participation among age groups:

- For the most part, children under 13 years engage in one sport activity per individual
- Youth between 13 to 19 year participate in at least one sport activity
- Some adults between 20 to 64 years take part in sport activities
- Few seniors participate in sport activities

⁴ Note: Sport facilities also include recreation facilities that are used by sport organizations to deliver programs to Calgarians. As such, the term sport facilities can also represent recreation facilities that support sport activities.
⁵ Investing in Healthy People & Communities Through Recreation & Parks Infrastructure, APRA July 2006.

expansion involves families that are seeking sporting activities for their children and youth. Essentially, many sport facilities are located in communities where demand is declining rather than being in areas of the city where there is high demand.

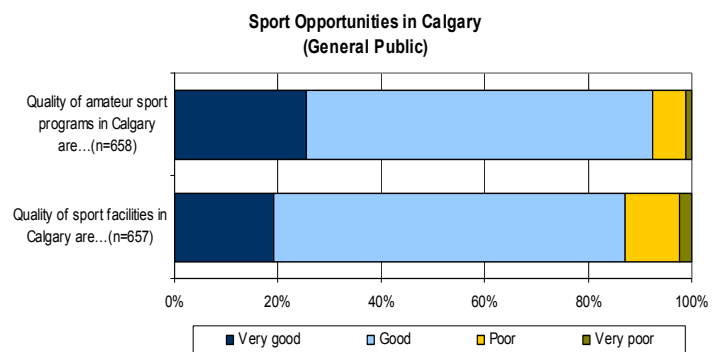
Prior to implementing this strategic planning process, these factors, as well as others, were deemed as contributors to gaps in the existing supply of sport facilities and sport delivery. To get a sense of the extent of these issues, information was gathered about needs and expectations of sport organizations and sport participants to effectively assess the situation and determine appropriate strategies to address potential shortfalls.

A Sport Needs and Preferences Study was conducted to gather information about the amateur sport sector to gain a comprehensive understanding of the sport delivery system and issues that are affecting sport facility development in Calgary. Through an extensive public engagement process, sport organizations, participants and facility operators were afforded the opportunity to voice their opinions and provide perspectives about the future of sport facility enhancement and development within Calgary. This information was used in the preparation of strategic objectives for the development and enhancement of sport facilities and the enrichment of the city sport delivery system.

1.2 A Partnership between the Calgary Sport Council and The City of Calgary

The Calgary Sport Council is a representative authority that works in collaboration with The City of Calgary to make recommendations with respect to amateur sport requirements and priorities in Calgary. The Sport Needs and Preferences Study and Strategic Plan processes were implemented to examine the requirements for sport facilities in Calgary; thus fulfilling an essential mandate of the Calgary Sport Council.

Calgary City Council recognized the importance of clarifying sport needs and requirements for facilities and directed City Administration to partner with the Calgary Sport Council on the Sport Needs and Preferences Study and the overall Strategic Plan for facilities. On January 22,



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2007, City Council passed Notice of Motion NM2007-01 that directed City Administration to:

- Partner with the Calgary Sport Council to complete a Sport Needs and Preferences Study on the requirements for both indoor and outdoor facilities.
- Request that Administration partner with the Calgary Sport Council to give consideration to a Strategic Plan for the future of sport in Calgary.

Project and Steering Teams were developed to guide the research and planning processes and involve representatives from the Calgary Sport Council and The City of Calgary. These representatives, both staff and volunteers, provided numerous hours of assistance to the planning process. Representatives on the Project and Steering Teams are acknowledged in Appendix C to this document.

1.3 The Civic Sport Policy

In 2005, Calgary City Council adopted the Calgary Civic Sport Policy. The Civic Sport Policy reflects the significant social and economic impact of sport to the community and to the quality of life of Calgarians. Further, the Policy enables The City of Calgary Recreation Business Unit to be a single window to Administration on sport issues; acting as the liaison and operational complement to sport bodies (i.e. Calgary Sport Council and Calgary Sport Tourism Authority).



The anticipated benefits of the Civic Sport Policy include:

- Enrich the quality of life for Calgarians by ensuring a wide range of participant, spectator, and volunteer opportunities in the city.
- Stimulate economic development, tourism, civic recognition and exposure through attracting, supporting and promoting amateur sporting games and events.
- Encourage investment in the maintenance and development of sport facility infrastructure, engage volunteers and build strategic partnerships to ensure sustainable and

Strategic Priorities	Strategies
Leadership: Civic leadership ensures sport is an integral component of Calgarians' quality of life.	• Promote the multi-faceted contribution of sport in the community
Communication: The contribution of sport is incorporated into civic communication strategies.	• Develop a Comprehensive Communication Plan
Community Development: Support and strengthen communities through sport.	• Collaborate to support and strengthen communities through sport programs and initiatives.
Infrastructure: Community facilities and venues meet standards to accommodate local, national and international competitions.	• Develop strategies to create sport facilities that can accommodate current and future requirements.
Event Bidding & Hosting: Calgary is a premier host of major sport events in Canada and hosting of these events provides significant benefits for sport including sport programming and facility legacies.	• Implement an Event Hosting and Bidding Action Plan through the Calgary Sport Tourism Authority.
Partnerships: Sport is promoted through strengthening relationships within sport organizations and associations, business, the community and government.	• Develop a civic partnership framework through the Calgary Sport Council that aligns with other civic partnerships.
Capacity Building: Sport programs, athletes and organizations are supported by qualified, well-trained and motivated professionals and volunteers.	• Develop an integrated strategy to build capacity.
Source: Civic Sport Policy	

- accessible opportunities for Calgarians.
- Establish Calgary as a leader in the sport development industry. This will enhance Calgary's profile and enable it to host major events and fully develop sport as an integral part of Calgary's culture.

A Strategic Plan was developed to guide the implementation of the Civic Sport Policy for the period of 2006-2010. The Plan builds on the broad framework and strategies that were developed through the Civic Sport Policy to assist in achieving its outcomes. Within this Civic Sport Policy Strategic Plan, a set of priorities and strategies were developed, which are presented above.

1.4 Purpose and Objectives of the Planning Processes

The overall purpose of the strategic planning process was to provide strategic direction that encourages Calgarians to experience and enjoy involvement in sport to the extent of their abilities and interest.

A Sport Needs and Preferences Study was conducted to identify issues related to the demand and supply of sport in Calgary and project future needs of sport in the city (see expected outcomes to the right and further planning objectives in Appendix D). Issues identified in the Sport Needs and Preferences Study were used as a foundation for developing priorities and strategic objectives to guide sport facility development and foster a stronger sport delivery system over the next decade.

Expected Outcomes of the Sport Needs and Preferences Study and Strategic Plan

- an assessment of the current status of demand for sport in Calgary
- an assessment of the current status of supply of sport in Calgary
- an assessment of the projected future needs of sport in Calgary
- a prioritized listing of facility types that could be built/renovated/refurbished etc. for the next 10 years

1.5 Public and Stakeholder Engagement Processes

A significant engagement process was undertaken to consult with key stakeholders of this Strategic Plan. The following summary presents engagement processes that were employed to understand the needs and preferences of key stakeholders (see Appendix E for summary of Needs and Preferences Study).

- **Exploratory Research** - A set of focus groups were conducted with 21 sport organizations to gain insights into issues affecting sport in Calgary and to test concepts that would be examined in surveys with sport stakeholders.
- **Surveys** - Quantitative surveys were conducted with sport organizations, facility operators and Calgarians.

- **Sport organizations** - A total of 202 responses were obtained through on-line survey from sport organizations. Approximately 400 sport organizations were invited to participate in the survey.
- **Facility operators** - A total of 47 facility operators participated in an on-line survey. These operators involved community based organizations (such as community associations, City of Calgary facilities, sport organizations and private operators).
- **The General Public** - 1,500 interviews were conducted with Calgarians through a telephone survey. The sample of respondents was stratified to include 500 respondents from each of the inner city, established communities and new communities.

- **Further Engagement Among Stakeholders** - Organizations that may have interest in this Strategic Plan were engaged such as provincial and national sport organizations (46 organizations), secondary and post secondary schools or organizations (12 organizations), sport development organizations (13 organizations).

- **Follow - Up Engagement** - Upon development of the Strategic Plan, focus groups were conducted with sport organizations and facility operators to obtain input into the final document. Further, open houses were conducted with the general public to solicit feedback. Information obtained in these engagement processes were incorporated into the final document.

1.6 Sport Facility Inventory in Calgary

The City of Calgary developed an inventory of sport facilities in Calgary to assist in understanding sport infrastructure within the city. This inventory provided critical information in understanding how sport facilities contribute to the sport delivery system within Calgary. A summary of the inventory and maps of facility locations are presented in Appendices L and M.

1.7 The Strategic Planning Process

Representatives of the Calgary Sport Council and The City of Calgary convened during March and April 2008 to discuss the implications of the Sport Needs and Preferences Study and identify and develop strategic objectives that are presented in this Strategic Plan. These representatives demonstrated their commitment to sport and the community by participating in this planning process.

1.8 Definition of Amateur Sport

A definition of sport was developed to assist the stakeholder engagement processes and strategic planning initiatives.

The main concept of the definition is as follows:

Amateur sport involves participants who execute skills that require practice and preparation; it involves competition with other participants, oneself, or nature; and it occurs in a structured environment (this definition of sport focuses on all aspects of amateur sport from introductory to high performance).

Further aspects of the definition are presented in Appendix F.

2.0 ADVANCING SPORT IN CALGARY

Stakeholder consultation and engagement through the Sport Needs and Preferences Study provided valuable information and perspectives about sport in Calgary in terms of participation, sport delivery, the capacity of sport organizations, the current state of facilities and expectations for the future of sport in the community. Through these investigations, and the discussions that occurred in the strategic planning sessions, salient issues affecting Calgary's sport delivery system were identified. These issues provide rationale for developing strategic objectives and initiatives that will benefit the future of sport facility development and enhancement in Calgary.

2.1 Sport Participation in Calgary

Many Calgarians participate in or are involved in amateur sport activities. For instance, approximately 320,000 Calgarians participate in amateur sport in the city. Further, there are many volunteers who coach, officiate and administer sport programs to Calgarians.

These sport participants are involved in many different types of sport. Still, most sport participants (80%) are involved in thirteen sport activities including athletics (track and field) badminton, baseball, basketball, box lacrosse, curling,

football, golf, gymnastics, ice hockey, golf, soccer, softball/slopitch and volleyball. These findings reveal the impact of demand on sport facilities in Calgary. Essentially, some sport facilities have exceedingly higher demand among sport organizations than others.

Over the past decade, the population of Calgary has increased 29% and the Sport Needs and Preferences Study demonstrated that growth in sport participation has for the most part reflected the rise in population (see Appendix E). This increase has put pressure on sport facility use in Calgary, principally as

Sport Participants Using Facilities	
Facility <small>(In order of use)</small>	# of Participants Using Each Facility Type
Gymnasiums	Over 50,000
Outdoor fields - Rectangular	
Ice arenas	
Indoor fields - Rectangular/Dry pads	20,000 to 49,999
Outdoor fields - Diamonds	
Golf courses	
Curling rinks	10,000 to 19,999
Outdoor fields - Open spaces	
Racquet facilities	
Track and field facilities	5,000 to 9,999
Bowling lanes - Pin	
Aquatic - Flat water	
Multi-purpose rooms	2,000 to 4,999
Beach volleyball courts	
Outdoor fields - Ovals	
Ski/Sled facilities	1,000 to 1,999
Aquatic - open water	
Shooting facilities	
Lawn bowling facilities	500 to 999
Cycling facilities	
	Under 500

the number of facilities that have developed in the city to support sport have not kept pace with the growth in population.

2.2 New Facility Development

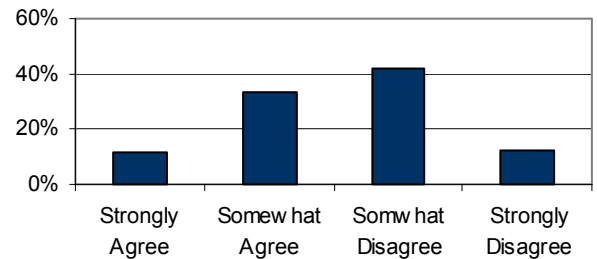
Various salient issues arose through the Needs and Preferences Study regarding new facility development. The following summaries highlight the key points affecting new facility development in Calgary.

Recreation Facility Development Model -

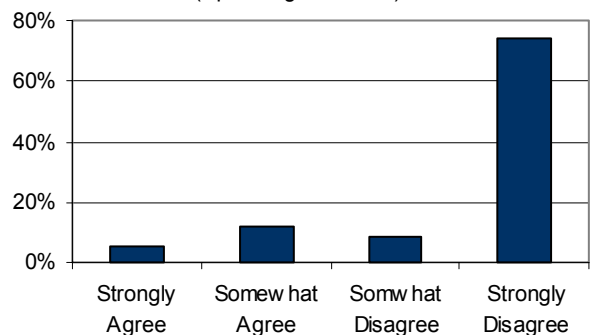
The City's current sport and recreation facility development model (e.g. partner organizations required to raise capital for facility development and commit to operating and maintaining the facility without assistance from the City) is not feasible for many sport organizations. It should also be noted that the public has indicated support for building sport facilities that require operating subsidies from the City of Calgary and have acknowledged that it is appropriate for the City to directly operate some sport facilities.

- For the most part, sport programs are delivered by volunteers who are committed to ensuring sport is available to Calgarians. The survey of sport organizations showed that coaches, officials and administrators of sport programs are principally volunteers.⁶
- The above findings may explain, in part, why only a few sport organizations strongly agreed that they could fully operate sport facilities in Calgary (14%).
- Few sport organizations agreed⁷ that they have significant funds (e.g. at least \$1 million) currently available to help expand or build facilities. Instead, sport organizations felt more capable of contributing to fund-raising efforts to help develop facilities in Calgary. Still, less than a third of sport organizations (30%) strongly agreed that their sport organization could undertake fund raising activities to help develop new facilities.

Sport facilities should be operated by sport organizations rather than The City of Calgary
(General Public)



Your sport organization could contribute significant funds (e.g. at least \$1 million) from money that is already available to help expand or build facilities
(Sport Organizations)



⁶ The Sport Organization Survey results showed that on average sport organizations had 1.9 volunteer administrators and 0.4 full-time and 0.5 part time administrators.

⁷ 5% of sport organizations strongly agreed and somewhat agreed.

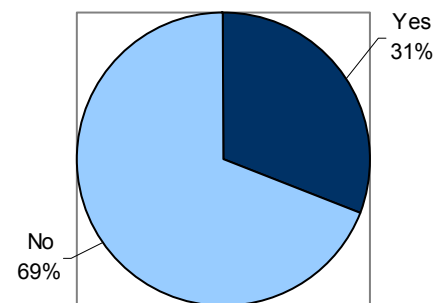
Accommodation of Sport through Facility Development - In the past number of years, the City's sport and recreation investment strategy has focused primarily on the development of regional recreation centres; however, these facilities have not accommodated sport to the fullest extent possible. Rather, the focus of these facilities has been on recreational or leisure use.

- Over the past two decades, facility investment involving public funding in Calgary has primarily occurred in regional recreation centres such as South of Fish Creek, Westside Recreation Centre, and Cardel Place. There has been some investment in sport field development (Class D rectangular and diamond fields) through community development processes and gymnasias when new schools are built.⁸
- Regional recreation facilities such as Westside Recreation Centre, Cardel Place and South of Fish Creek provide space for sport organizations to delivery sport programs. Many of the amenities at these facilities are used by sport organizations. Nonetheless, a small portion of the approximate 400 sport organizations indicated in the Needs and Preferences Study that they use these facilities.
- Sport organizations perceived challenges with facilities meeting sport specifications due to their recreation oriented design (as expressed in exploratory focus groups in the Sport Needs and Preferences Study).

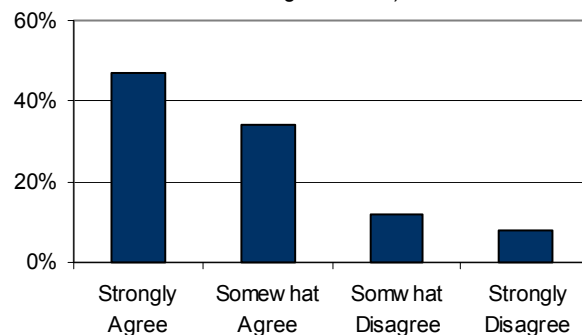
Registration Caps - Due primarily to a lack of facilities, some sport organizations have implemented registration caps that limit participation and some organizations have indicated that participants are leaving their sport because they are not able to participate as much as they would like or at their preferred skill level.

- Almost a third of sport organizations (31%) indicated that they are implementing registration caps by explicitly limiting the number of athletes or through natural capping such as not advertising program registration.
- Almost half of sport organizations (47%)⁹ strongly agreed that lack of facilities has limited participation in their programs over the past three years. One out of ten sport organizations strongly agreed that participants are leaving their sport because they have to travel too far to use facilities (13%); they are unable to participate as often as they would like (12%) or they are unable to participate at their preferred skill level (12%).
- Approximately one out of five sport participant households indicated that

Your sport organization implemented a registration cap over the past 12 months
(Sport Organizations)



Over the past three years, the lack of facilities in Calgary has limited your sport organization's ability to attract new participants (Sport Organizations)



⁸ In addition to these publicly funded projects, the sport community has undertaken facility development projects that have involved limited contributions of municipal funds. Two such examples include the Calgary Soccer Centre and Calgary West Soccer Centre.

⁹ Note: An additional 34% of sport organizations somewhat agreed for a total of 81% agreement.

there are too few competitions or games (18%) or practices or training sessions (21%).

- The average preferred games to practice ratio among all team sport organizations is 1 to 2, while the actual average ratio is 1 to 1.

Sport Facilities in New Areas - There are few sport facilities in the growth areas of the city (e.g. new communities) in spite of the fact that these areas have the greatest number of participants per capita. For example, district level facilities are not currently being developed in these areas (see sport facility continuum presented in Section 2.5).

- Most sport facility development in new communities has been rectangular and diamond fields (e.g. Class D) and gymnasias through new school development (small and medium sized).
- Regional recreation centres such as Westside Recreation Centre, Cardel Place and South of Fish Creek have been built in new areas. However, there are other new areas of Calgary that have not had facilities built.
- There is a higher proportion of sport participants in new communities (57% of households¹⁰) compared to established areas (42%) and inner city (38%) mainly due to the prevalence of children and youth in these areas.

Facility Needs of Distinctive Sport Organizations and Activities - The facility needs of those sport organizations that serve lower numbers of participants and those of developing sport have often been overshadowed by the needs of the larger, more prominent sport organizations.

- Approximately 80% of sport participants are involved in thirteen¹¹ sport activities (soccer, ice hockey, golf, basketball, volleyball, softball/slopitch, curling, badminton, baseball, football, gymnastics, box lacrosse and athletics (track and field)). These sport activities typically have at least 5,000 participants. There are just over 40 sport activities that have fewer than 500 participants.
- The City of Calgary operates and provides booking services for many public facilities that are used by sport such as swimming pools/diving tanks, indoor ice arenas, athletic parks (Class A, B, & C fields), gymnasias (large, medium and small) and sport fields (Class D fields) of which 96%¹² of time booked at these facilities involves the thirteen sport activities that have 5,000 or more participants.
- There is evidence in the Needs and Preferences Study to suggest that sport facilities should accommodate all abilities and skill levels of athletes ranging from introductory to high performance and able and disabled athletes.

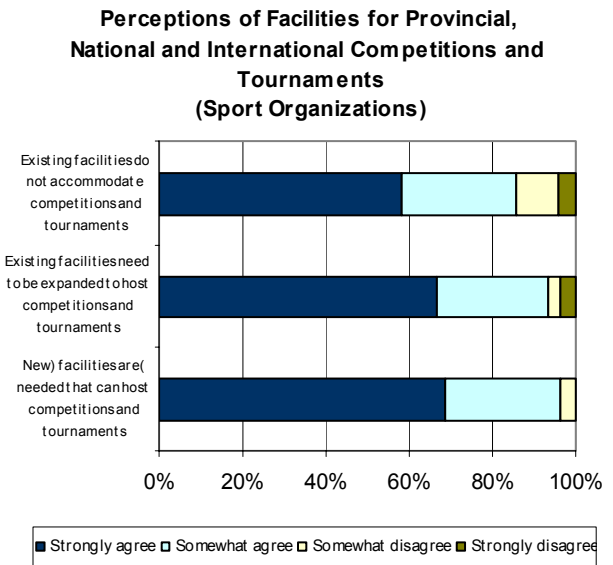
¹⁰ Note: At least one member of the household participating in amateur sport.

¹¹ There are approximately 80 to 85 different sport activities available in Calgary.

¹² Source: City of Calgary Class Booking System, 2007.

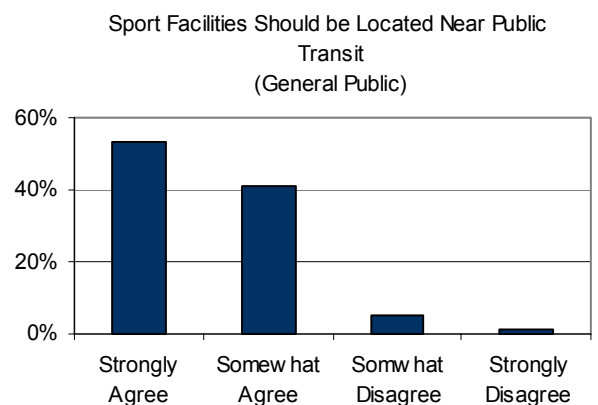
National and International Standards for Sport - The lack of facilities that meet national and international standards in the city and facilities that can accommodate major tournaments is limiting opportunities for participation at all levels of play.

- Provincial and national governing sport organizations expressed concerns about facilities in Calgary meeting the national and international standards.
- Almost nine out of ten sport organizations (86%) agreed that existing facilities do not accommodate provincial, national and international tournaments or competitions.
- Almost all sport organizations (97%) agreed that new facilities are needed that can host provincial, national and international tournaments or competitions.
- Almost all sport organizations (94%) agreed that existing facilities needed to expand to host provincial, national and international tournaments and competitions.
- Over half of sport organizations agreed (56%) that fewer tournaments have been organized because time is only available for competitions or games and practices or training.



Access to Sport Facilities - Access to sport facilities by all modes of transportation, including public transit, has not historically been a significant consideration during site selection for sport facilities.

- Approximately two-thirds of sport organizations (67%) perceived that it is a high priority for sport facilities to be located near public transit (with 22% stating a very high priority). In contrast, almost all respondents to the general public survey (94%) agreed that sport facilities should be located near public transit and most of these strongly agreed (53%).



Current Funding of Facilities - The City has recently committed significant funding for arena development in the city and, as such, the specific facility components to be included in the proposed Southeast and Northwest regional recreation centres, including the need for ice, should be based on a focused market review and assessment.

Sport (and recreation) facilities that have had capital cost funding allocated through The City of Calgary and other organizations are included below. Nonetheless, escalating construction costs in Calgary over the past few years

have affected these projects and may also impact future facility development projects.

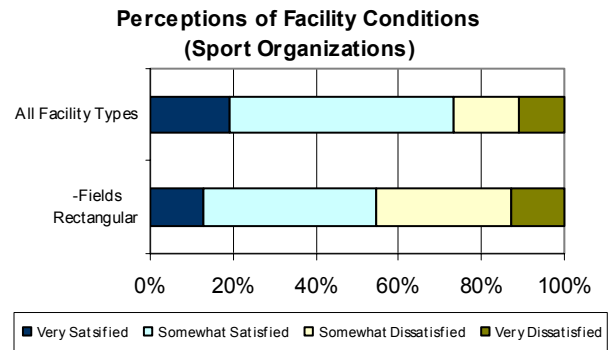
- Regional Recreation Centre in northeast Calgary - Expected amenities for the facility include 2 indoor rectangular fields and 1 large gymnasium, 2 outdoor rectangular fields – C Level.
- Regional Recreation Centre in northwest Calgary - Amenities to be determined.
- Regional Recreation Centre in southeast Calgary - Amenities to be determined.
- Calgary Olympic Development Association - Expansion includes 4 sheets of ice with 2 being available for public use.
- South Fish Creek Recreation Association - Expanding its indoor ice arena with 2 sheets of ice.
- Family Leisure Centre - Expanding its indoor ice arena with 1 sheet of ice.
- New Brighton Athletic Park - A new facility proposed with 4 tournament outdoor soccer fields and 4 diamonds.
- Centennial Arenas - Expanding its indoor ice arena with 1 sheet of ice.
- Shouldice Athletic Park - Implementing 3 artificial fields.
- Foothills Athletic Park - Upgrading the track is expected.
- Northwest High School - Proposed for northwest Calgary, which may have 1 large gymnasium.

Development Guidelines and Standards - While community level sport facilities (e.g. school gymnasiums and sport fields - see sport facility continuum in Section 2.5) will continue to be provided in new communities, there is a concern that the current development standards and guidelines do not reflect the needs of sport. For example, gymnasiums built for elementary and junior high schools are typically undersized and policy does not allow the flexibility to provide the specific types of play fields that may be needed.

- Sport organization requests for facility needs of sport fields were Class A, B and C rather than D and for gymnasiums were large rather than medium or small sized (see Appendix E).
- The facility gap analysis presented later in this section identifies deficits of athletic parks (Class A, B and C fields) and large gymnasiums (large gymnasiums have development standards that reflect playing standards for sport). Nonetheless, there are several developments proposed or being planned for these types of facilities such as the New Brighton Athletic Park and the proposed Northwest High School. Other athletic parks and gymnasiums are also under consideration for development.

Maintenance Schedules - Due to the demands placed on The City’s athletic parks, it is difficult at times to maintain these natural turf fields at their highest standards. Currently, there are two fields in Calgary that have artificial turf playing surfaces.

- Almost half of sport organizations (46%) using outdoor rectangular fields were dissatisfied with the condition of the fields which is significantly higher than for other facilities (27% of sport organizations were dissatisfied for all types of facilities).
- Currently, athletic parks have maintenance or rest periods scheduled for every Friday during playing season and one month of the playing season. Since these parks are primarily used May through August, the maintenance scheduling seriously limits the opportunity for sport organizations to use these facilities.



Private Development of Facilities - While developers are building recreation amenities to help market their community developments, they are not always the types of facilities that will provide the most benefit, from a sport perspective, to their residents. There is also an increasing trend towards the development of amenities for the exclusive use of residents associations which may impact the availability of these facilities for general community use (e.g. such as children or youth sport programs).

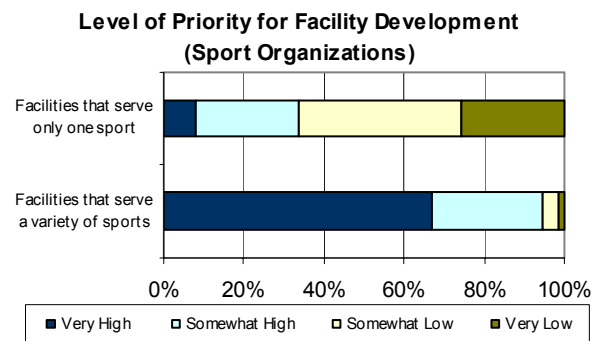
- Within Calgary, new facility developments have occurred in communities,¹³ that are exclusive to residents associations or homeowner associations that have facilities that might accommodate sport.

2.3 Existing Facilities

The following summaries highlight pertinent issues about existing sport facilities.

Single Purpose Facilities - Many of the existing sport and recreation facilities are located in the established areas of the city and are single purpose or stand alone facilities operated by The City. Some of these facilities require significant lifecycle investment.

- In focus groups, a few sport organizations commented on the age of facilities. It was perceived that older facilities, typically located in established areas, lack the amenities and standards necessary for sport and, in particular, to host competitions or tournaments.
- Approximately nine out of ten sport



¹³ http://www.mckenziestowne-community.com/frame_mckenzie_townehall.html

organizations (90% with 55% strongly agreeing) perceived existing facilities to be older and needing upgrades.

- Facility types that are notably located in established areas of the city and single use are aquatic facilities, gymnasiums and ice arenas.
- Approximately two-thirds of sport organizations (66%) stated that single purpose facilities were a low priority for sport facility development in Calgary.
- Most respondents (54%) to the general public survey disagreed that single purpose sport facilities should be built in Calgary.

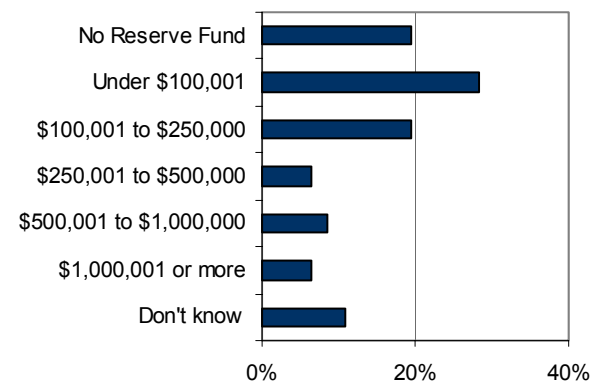
Aging Facilities - While many of the community associations, particularly those in the established areas of the city, have recreation facilities that are an important part of the sport delivery system, much of this inventory is aging and requires upgrading and lifecycle investment.

- Most community-based organizations (73%) operating sport facilities, many of which are community associations, have documented lifecycle plans.

Approximately three quarters of these (74%) do not fully implement their plans with regular maintenance schedules and repairs.

- One out of five (20%) community-based organizations operating sport facilities do not have reserve funds for addressing lifecycle issues. Just over a quarter (28%) has less than \$100,000 and a further fifth (20%) have between \$100,001 and \$250,000. Essentially, two thirds (68%) of community-based organizations operating sport facilities have less than \$250,000 in reserve funds to address potential lifecycle requirements.

**Current Reserve Fund Levels
(Facility Operators)**



2.4 Facility Access

Several important issues arose concerning access to sport facilities.

Booking Procedures - Many of The City's booking procedures for both City and school facilities are based on a policy of "historical precedence". In a growing city with changing sport needs, this policy is perceived as not providing fair and equitable access, especially to new sport activities and organizations. Review of current allocation practices may facilitate a more effective use of the time available for use by sport organizations.

- As stated earlier, thirteen sport activities involve 80% of participants involved in sport within Calgary. These same sport activities use 96% of the hours booked at City-operated facilities and those that are booked by The City.
- Approximately three-quarters (77%) of sport organizations are involved in historical booking processes (facilities booked automatically). These sport organizations typically confirm the booking of facilities (through the historical booking processes) 90 days before their registration processes with participants is completed.
- Some of the sport organizations less likely to be involved in historical booking

processes include badminton, cycling, fencing, inline or roller hockey, orienteering, sailing, swimming, table tennis, and tennis. Other than badminton, these sport activities typically have low levels of participation among Calgarians.

Secondary School Facility Access - Access to school facilities (e.g. gymnasiums and sport fields) by sport organizations is being impacted by changing patterns of sport facility use by schools and rental costs charged to sport organizations to use these facilities, particularly on weekends.

- Secondary school sport programs have migrated towards tournament approaches in that more than one competition or event takes place on an evening to compensate for long distances traveled by participants and lack of officials. This shift in format may be impeding on sport organizations' use of these facilities.
- Rental rates of large school gymnasias can range from \$22.55 per hour for children or youth participant play on a week night to \$92.05 per hour (either minor or adult play) on weekends. Average facility time use during Monday through Friday between September and April is 54%. Average facility time use during weekends is 3%.

Post Secondary School Facility Access - Post secondary institutions located in the city operate major sport facilities; however, public access to these facilities is currently limited.

- Approximately 6% of the facilities used by sport organizations were the University of Calgary, Mount Royal College and Southern Alberta Institute of Technology. In comparison, 8% of facilities used were elementary, junior high and high schools, and 5% was the Talisman Centre.

2.5 Sport Delivery

The remaining issues relate to the sport delivery system in Calgary.

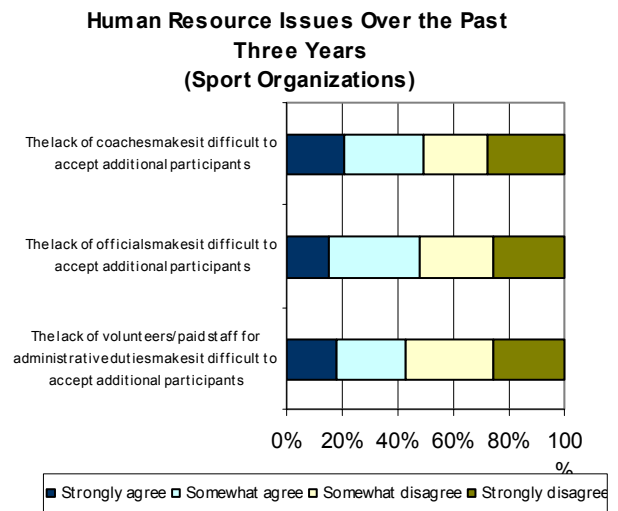
Cost to Participate in Sport - The public has indicated that cost (e.g. registration, membership fees and equipment) is a barrier to participation in some sport, particularly for the economically disadvantaged.

- Although most respondents to the general public survey were satisfied that amateur sport opportunities are affordable, a considerable proportion (35%) were not. In comparison, only 15% of sport organizations disagreed that registration fees and costs of equipment are affordable.
- 7% of Calgarians withdrew from sport activities in the past twelve months of which 5% (or less than 1% of all Calgary households) stated cost (either for registration or equipment) being too high.
- Approximately one out of five Calgary households (18%) has at least one member of the household who would like to start a sport activity. Some of these (15% or 3% of all Calgary households) cited high registration fees and equipment costs as barriers to participation.

Officials, Coaches and Administrators -

Lack of officials, coaches and administrators have limited the ability of some sport organizations to increase opportunities for participation.

- Almost half of sport organizations (49%) agreed that the lack of coaches makes it difficult to accept additional participants (over the past three years).
- A similar proportion of sport organizations (48%) agreed that the lack of officials makes it difficult to accept additional participants (over the past three years).
- Further, many sport organizations (43%) agreed that the lack of volunteers/paid staff for administrative responsibilities makes it difficult to accept additional participants.



Public Lack Awareness of Sport Opportunities - The public has indicated that their lack of awareness of sport opportunities in the city currently limits participation.

- Most sport participant households (72%) agreed that sport organizations advertise to attract participants to register in programs. Still, approximately 17% of Calgary households indicated that they were interested in participating or being involved in, but were not informed about amateur sport in Calgary.

Current Focus on Winter Sport - The current focus in the city on high performance winter sport has limited the exposure to summer sport and, as such, may be impacting facility development and participation in these sport activities.

- Field and other sport activities that have traditionally been outdoors such as soccer, lacrosse, rugby, baseball, athletics, field hockey, and cricket are interested in indoor facilities to accommodate longer playing periods in controlled environments. In the past decade, some sport organizations have mobilized investment to develop indoor facilities with limited financial contributions from The City (e.g. Calgary Soccer Centre and West Calgary Soccer, and others).
- Ice hockey is the only sport out of the top 13 that is considered a winter sport (requiring cooler/cold conditions).
- Many winter sport activities involve less than 500 participants such as cross-country skiing, alpine skiing, synchronized skating, snowboarding, long track speed skating, freestyle skiing, skeleton and Nordic combined.¹⁴

¹⁴ It should be noted that these estimates involve Calgarians who participate in these sport activities as amateur athletes. Many Calgarians may engage in these sport activities for leisure purposes rather than as amateur athletes.

2.6 Sport Facility Continuum

Facilities used by sport organizations to deliver programming to Calgarians have been developed and are operated by a variety of organizations (see Appendix M). For instance, some facilities have been built and are operated by The City of Calgary. In other cases, however, The City has assisted in the development of facilities by providing capital funding and/or land, but other organizations are operating the facilities. Still further, some facilities have been built and are operated by organizations without any financial assistance (or land provision) by The City. Essentially, sport facility development and operation in Calgary has involved a diverse group of stakeholders and approaches.

Nonetheless, to better understand how sport facilities serve the sport delivery system and to help inform and guide future decision-making processes for facility development, a classification of sport facilities was developed for this Strategic Plan. The framework considers the type of sport programming (or delivery) served by various facilities and methods by which facilities are distributed and operated within Calgary. The Sport Facilities Continuum presented below summarizes this framework.

Sport Facilities Continuum (Public Facilities*)				
Characteristics	Facility Types			
	Community Facilities	District Facilities	Regional Facilities	City-wide/ Specialty Facilities
Type of Sport Delivery System Typically Served <small>(see Appendix I)</small>	<ul style="list-style-type: none"> Localized systems 	<ul style="list-style-type: none"> Complex systems 	<ul style="list-style-type: none"> Complex systems City-wide systems 	<ul style="list-style-type: none"> Complex systems City-wide systems
Typical Facility Types	<ul style="list-style-type: none"> Elementary and junior high schools - gymnasiums and sport fields Community sport fields Outdoor racquet facilities Community association facilities - Multi-purpose rooms, gymnasiums, ice arenas, outdoor rinks 	<ul style="list-style-type: none"> Senior high schools - gymnasiums, sport fields and fitness facilities Aquatic centres - 25m pools and fitness facilities Ice arenas Athletic parks - major sport fields Curling facilities 	<ul style="list-style-type: none"> Regional Recreation Centres - gymnasiums, ice arenas, fitness facilities, indoor tracks 	<ul style="list-style-type: none"> Aquatic facilities - 50m pools and diving tanks Skiing/sled facilities Cycling facilities - velodrome Indoor and outdoor track Field houses - indoor sport fields Indoor racquet facilities
General Characteristics	<ul style="list-style-type: none"> Focus on introductory or recreational levels Response to local needs Developed through partnerships with community associations and the school boards 	<ul style="list-style-type: none"> Historically single purpose or stand-alone facilities Typically operated by The City Located in established areas of the city 	<ul style="list-style-type: none"> Multi-purpose focus Developed through partnerships with community organizations Located in new communities 	<ul style="list-style-type: none"> Highly specialized Designed for competitive or high performance levels Typically serves the entire city or quadrant of the city

* Does not include facilities typically provided by the private sector - indoor shooting ranges, martial arts facilities, bowling lanes and golf courses

Using data from the Sport Needs and Preferences Study, it was determined that the type of facility used by sport organizations is most likely influenced by the level of complexity a sport organization adopts to deliver sport programs to Calgarians. For example, a local community association may provide sport programming for children residing within their community. This type of localized delivery system typically uses community facilities such as elementary or junior high school gymnasias, community sport fields or community centres. In contrast, a sport activity that has less than 500 participants who reside throughout the city may require specialized amenities. In this case, one facility (or few) within the city will serve the needs of the sport. More complex systems of sport delivery (e.g. an umbrella group acts as an administrative or governing body and associate groups deliver programs throughout the city) are most likely to use district and regional facilities to provide programs and, when required (such as for championships or tournaments), city-wide or specialty facilities.

Historically, sport facilities have not been systematically developed in the structure proposed in the above sport facility continuum. Rather, facilities have been developed to address the interests of specific communities or, in some cases, sport organizations. Actually, many facilities were developed to address overall recreational needs of the communities being served or are a component of larger recreational complexes such as the three most recent facility investments such as Westside Recreation Centre, Cardel Place and South of Fish Creek.¹⁵ Nevertheless, the continuum conceptualizes the organizational structure of sport facilities as they exist within Calgary and provide context to addressing facility development priorities.



2.7 Facility Gap Analysis

Through the Needs and Preferences Study, sport facilities were examined to identify potential gaps in terms of demand and supply factors. On the whole, many of the sport facility types exhibit pressures of demand from sport organizations. In some cases, demand arises principally from sport organizations that use facilities to provide programming to sport participants such as outdoor ovals, curling rinks, BMX and velodrome facilities, etc. In other cases, however, facilities address a diversity of needs within the community serving

¹⁵ Note: These regional recreation centres were developed with varying involvement and engagement of sport stakeholders, but are used by sport organizations to deliver sport programming.

other leisure, social and community programming. For example, a gymnasium may be used for sport events, but also community meetings, children or youth programs, social events and other recreational or leisure activities. Similar examples could also be illustrated for facilities such as swimming pools, ice arenas, multi-purpose rooms, rectangular fields, etc. Other factors are also present when investigating the demand and supply of facilities. For instance, some facilities are operated or booked by The City of Calgary and, as such, data are available about times used, sport organizations served, etc., while other facilities are operated by community-based organizations (e.g. community associations, sport organizations, etc.) and private organizations that have policies and obligations that determine how use of these facilities is distributed to users. As such, there are many factors that contribute to understanding supply and demand issues for facilities that are used by sport in Calgary. The facility gap analysis conducted for this Strategic Plan basically examined sport use of facilities rather than assess all factors that might impact the availability of facilities to sport.

A major component of the gap analysis involved comparing the number of facilities to the amount of demand based on sport participants. Using these objective data, notable gaps in supply were revealed for some sport facilities. However, the analysis was augmented by incorporating additional factors using subjective data gathered in the Sport Needs and Preferences Study.

The principal factors that comprised the gap analysis included:

- Sport participation by number of playing surfaces
- The propensity for sport organizations using facility types to have:
 - Implemented registration caps
 - Limited participation due to facility shortfalls
 - Required sport participants to long travel distances
 - Required sport organizations to decrease competitions/games due to facility shortfalls
 - Required sport organizations to decrease practices/training due to facility shortfalls
 - Had to schedule use during unreasonable times
 - Appropriate time use for age groups
- General public perceptions of sport facility gaps

The findings from this analysis identify four types of facility deficits, which are listed below. The main facility deficits (identified as I below) revealed challenges or issues with many of the objective and subjective factors that were used. The next set of facility deficits (II) showed challenges with both objective and subjective factors, but to a lesser extent than the main facility deficits. The next groups of facility deficits (III and IV) demonstrated challenges with objective or subjective, respectively.

Facility deficits - I

- Gymnasia
- Indoor ice arenas
- Indoor rectangular fields

Facility deficits - II

- Outdoor oval fields
- Outdoor rectangular fields (Class A, B & C)
- Tracks – Outdoor/Indoor

Facility deficits - III

- Curling rinks
- Outdoor diamonds (Class A, B & C)

Facility deficits - IV

- Aquatic flat water
- Aquatic diving tanks
- Bowling lanes - pin

This analysis along with other findings presented in this Strategic Plan was used to establish strategic initiatives that will guide and facilitate sport facility development and enhancement in Calgary. In particular, the Strategic Planning Committee used this information to identify priorities for sport facility development. Further, the information greatly assisted in developing strategic objectives to address over the next decade.

These strategic initiatives are presented in the next section of this document.

3.0 STRATEGIES TO DEVELOP AND ENHANCE SPORT FACILITIES

This Strategic Plan provides direction and guidance for future facility development and enhancement of sport facilities in Calgary over the next decade. Strategic Planning Committee Members worked through the findings of the Needs and Preferences Study to identify measures and initiatives that would address the key facility issues that are impacting sport in Calgary.

3.1 Vision

The overall vision of the Strategic Plan recognizes that all Calgarians should have opportunities to participate in and benefit from sport. It also recognizes that citizens have diverse interests in and capacity for sport and these differences should be celebrated and supported by the sport delivery system. Whether someone is being introduced to a new sport activity or wants to explore the fullest extent of their capabilities, they should be afforded the opportunity to pursue their interests and aspirations.

Overall Vision of the Strategic Plan

To enable Calgarians to experience and enjoy involvement in sport to the extent of their abilities and interests.

3.2 Purpose

Expectations articulated by Strategic Planning Committee Members at the outset of the strategic planning process were that the Strategic Plan should improve and enhance sport within Calgary. To facilitate these expectations, Strategic Planning Committee Members suggested that the sport delivery system should be strengthened and priorities should be established for addressing facility needs within the community. These expectations were articulated in an overall purpose for the Strategic Plan.

Purpose of the Strategic Plan

To foster strong sport delivery systems and establish sport facility priorities.

3.3 Guiding Principles

In addition to the strategic concepts presented above, a set of guiding principles was developed to help establish context for identifying priorities and strategic objectives for sport facility development and enhancement to strengthen Calgary's sport delivery system. These key directives establish a foundation that

can be used to assess the relevance and suitability of the strategic objectives identified and presented in this Strategic Plan.

The guiding principles of the Strategic Plan are:

- ***Provide Opportunities for Calgarians*** - All Calgarians should have the opportunity to participate within their abilities and skills in the sport of their choice.
- ***Establish Significance of Sport*** - The inherent benefits of participating in sport are so significant to the community that investment in sport should be a clear priority of The City of Calgary.
- ***Support Diversity*** - Sport facilities should be multi-sport design and accommodate a variety of needs, interests and levels of skill/ability (including able and disabled bodied athletes).
- ***Ensure Sport Involvement*** - The needs of the sport community should be a consideration in all public recreation infrastructure investment decisions.
- ***Optimal Use of Resources*** - Effective utilization of all existing (public) sport infrastructure is essential to accommodate the needs of sport (e.g. school gymnasiums).
- ***Ensure Effective Distribution*** - (New) sport facility development should be sensitive to the population distribution in the city (e.g. geographically accessible).
- ***Promote Ease of Access*** - (New) sport facilities should be accessible via a range of travel modes including public transit.
- ***Support Sustainability*** - Operating sustainability is an important consideration for sport facility development, however, not to the point where the cost to participate becomes restrictive/prohibitive.
- ***Foster Equitable Access*** - Investment in facility infrastructure should not just focus on the needs of higher sport participant activities, but should address the needs of all sport, including emerging sport.

3.4 Key Success Factors

Evaluating the impacts of the strategic objectives proposed in this strategic plan will be an important component of the implementation process. Strategic Planning Committee Members identified a series of factors that should be used to assess the long term outcomes of the strategic initiatives being proposed.

The following key success factors were identified for this purpose.

- Sport is an acknowledged partner in facility opportunities and program delivery throughout the city
- Various sport opportunities are accessible to all Calgarians to participate in and progress to the performance level of their choice.
- There is growth in sport participation among Calgarians
- Facilities are accommodating to a variety of sport
- Facilities are operating at financially/environmentally self sustaining levels

3.5 Overall Strategic Intent of the Plan

Through the planning process, the complexity of the sport delivery system in Calgary became apparent. There are numerous organizations and individuals that contribute to and ensure that sport is available and delivered to Calgarians. Even within certain sport activities, there can be several different sport organizations delivering programs to Calgarians. Further, there are numerous organizations, some public some private, which operate and provide playing surfaces and training opportunities for sport organizations to use in the delivery of their programs. This complex network of stakeholders is able to deliver sport to the satisfaction of Calgarians. Indeed, most Calgarians (93%) state that the quality of amateur sport in Calgary is very good or good. Still, this complexity has often contributed to challenges in distributing available resources throughout the sport delivery system. As such, the Members of the Strategic Planning Committee recommended that the Strategic Plan should foster collaboration among stakeholders within the sport delivery system and coordination of resources among stakeholders.

Strategic Intent

Collaboration - Sport organizations and stakeholders will be encouraged to work together and partner to develop and access sport facilities to deliver sport programs to Calgarians.

Coordination - Facility development and accessibility will be fostered through coordination of activities involving sport organizations, stakeholders, the Calgary Sport Council and The City of Calgary

These concepts generally correspond with the ideas and values that are presented in the guiding principles (and subsequent strategic objectives that are presented later in this Plan). Indeed, almost all of the planning components presented in this Strategic Plan contain themes associated with the notions of collaboration and coordination. Essentially, the Strategic Planning Committee recognized that collaboration and coordination among stakeholders would help to build a stronger sport delivery system and better opportunities for sport participants in Calgary.

These themes are also reflected in a set of principles that were identified for developing sport facilities in Calgary.

3.6 Facility Development Criteria

In the exploratory phases of the Sport Needs and Preferences Study, stakeholders were consulted about preference criteria that might be used to establish priorities for facility development. Ideas proposed by stakeholders and concepts researched through existing models employed within Calgary, and approaches used by other municipalities were examined in detail with sport organizations, sport facility operators and the general public. Through analysis of these data (see Appendix E), a set of criteria were developed to help establish priorities for facility development.

The following are the criteria that were developed, presented in order of priority.

- ***Adaptable Design***
 - Developing adaptable spaces to address various sport and future opportunities
 - Serving the functional needs of numerous sport activities at one location
- ***Community Wellness***
 - Benefiting the health, well-being and social development of the community (particularly children and youth)
 - Contributing to the urban design of the community
- ***Accessibility***
 - Maximizing utilization of spaces
 - Considering number of users
- ***Sustainability***
 - Ensuring economic sustainability of facilities
 - Planning for lifecycle and maintenance of facilities
- ***Availability***
 - Distributing facilities effectively throughout the city
 - Ensuring new sport opportunities are accommodated
- ***Activity Coverage***
 - Supporting all performance levels of play and tournaments
 - Contributing to the excellence for sport organizations and the city

While these criteria assisted in identifying facility priorities within this Strategic Plan, analysis was also conducted for how they might contribute to The City of Calgary's Culture, Parks and Recreation Infrastructure Investment Plan (CPRIP), which establishes priorities for infrastructure investments within The City's overall capital budgeting process. Although this analysis is not directly applicable to the Strategic Plan, it may have influence on how investment occurs for recreation assets within The City. As such, the analysis is presented in Appendix K for consideration by The City of Calgary.

3.7 Facility Type Priorities

Using the findings of the facility gap analysis and the facility development criteria that are presented above, the Strategic Planning Committee undertook an exercise to develop a list of prioritized sport facilities for which strategic objectives and initiatives would address. Strategic Planning Members were provided with an analytical tool to assist in the evaluation and identification of facility priorities. The evaluation process applied as much emphasis to community need for facilities as to the facility development criteria presented above. Through this process, a prioritized list was established that provides guidance for the Calgary Sport Council and The City of Calgary to address the needs of sport and reduce or eliminate gaps or variances in supply of facilities within the community.

The prioritized list is organized into three levels: primary, secondary and tertiary priorities. While all facility types have some level of need for further development within Calgary, the prioritized list helps to manage and employ resources to address sport needs and reduce gaps. The primary facility types will receive greater emphasis than the secondary or tertiary facility types when applying strategic objectives and initiatives for facility development, enhancement and accessibility.

The roles adopted in accomplishing this work can range from enabler and facilitator to direct provider with more emphasis on that of enabler and facilitator. It is expected that the Calgary Sport Council is more likely to adopt a facilitator role to advise sport organizations on options that are available to them and how to

Potential Roles for the Calgary Sport Council and The City of Calgary

Enabler - Enabling opportunities through collaboratively supporting leadership development and capacity building among community groups and sport organizations through leasing land or buildings space and providing funding for facility development.

Facilitator - Facilitating opportunities by helping sport organizations attain self-sufficiency in the delivery of sport programs through providing consultative services in the areas of research, development, implementation and evaluation of sport programming.

Direct provider - Providing direct services through building and operating facilities.

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address facility needs. It is anticipated that The City of Calgary will participate in sport facility development, enhancement and accessibility across the spectrum of the sport continuum dependent on the benefit to society and the source of funding needed to address these benefits.

The priorities list for facility development is presented in the following table.

Facility Priorities		
Priority Level	Facility Types	Possible Involvement* of Calgary Sport Council and The City of Calgary
Primary	Gymnasia - Large Gymnasia - Small/Medium Indoor Fields - Rectangular Indoor Ice Arenas Indoor Tracks Multi-Purpose Rooms Outdoor Fields - Diamond ABC Outdoor Fields - Open Spaces Outdoor Fields - Rectangular ABC Outdoor Tracks	High
Secondary	Aquatic - Open Water Curling Rinks Flat Water Pool - 25 Metre Flat Water Pool - 50 Metre Indoor Field - Diamond Outdoor Fields - Ovals Outdoor Fields - Rectangular D Outdoor Rinks Racquet Facilities - Badminton Courts Racquet Facilities - Indoor Tennis Courts	Medium
Tertiary	Aquatic - Dive Tanks Bowling Lanes - Pin Boxing Gyms Cycling BMX Cycling Velodrome Golf Courses Lawn Bowling Outdoor Field - Diamond D Racquet Facilities - Outdoor Tennis Courts Racquet Facilities - Racquetball Courts Racquet Facilities - Squash Shooting/Archery Ranges Ski/Sled Facilities	Low
*Possible involvement relates to enabler, facilitator or direct provider role.		

3.8 Strategic Objectives

Ensuring opportunities for all Calgarians to experience and enjoy sport through a strong sport delivery system is a significant task given the issues that have been presented in this Strategic Plan. Even so, the dedication and enthusiasm of the sport community in Calgary to work together to address these issues is considerable and encouraging. Just the level of participation among sport stakeholders in this planning exercise demonstrates the willingness and resolve to ensure sport delivery system is equitable and sustainable in the future. The following strategic objectives were established by the Strategic Planning Committee to strengthen collaboration and coordination in advancing sport for all Calgarians. Strategic objectives have been identified as either primary or secondary by the Strategic Planning Committee based on the facility type priorities that have been presented above, potential impact to the sport delivery system and immediacy of opportunities.

3.8.1 Guiding New Facility Development

Over the next decade, new sport and recreation facilities will be constructed to meet the increasing demand anticipated for amateur sport. The facility development criteria and facility type priorities will help guide new facility development. Nonetheless, further direction will be needed to facilitate growth and maximize facilities to accommodate sport in Calgary.

The strategic objectives outlined below are intended to encourage partnership and cooperation among the sport community, community-based organizations, the Calgary Sport Council and The City of Calgary in future development of sport facilities.

Primary Objectives

- ***Identify Alternative Sport and Recreation Facility Development Models*** - That the Calgary Sport Council work with The City to investigate new sport and recreation facility development models that are both viable and sustainable.
- ***Partner in New Facility Development*** - That the Calgary Sport Council and The City work to maximize the potential of all proposed recreation facility development in the city to accommodate the needs of sport.

- ***Demonstrate Market Demand for New Facility Development*** - That the Calgary Sport Council and The City ensure that a market driven approach is used to plan all recreation and sport facility development in the city, including community, district, regional and city-wide facilities, such that decisions regarding specific facility components or types of facilities to be developed are clearly based on a comprehensive analysis of supply and demand.
- ***Address Population Growth in New Communities*** - That the Calgary Sport Council and The City ensure that the planning of any new facilities that accommodate sport are sensitive to current patterns of population growth in the city and that facility development adheres to recognized principles of community design. Of particular importance in this regard is transportation access, including access via public transit and the pathway system.
- ***Encourage Adaptable Design in Sport Facilities*** - That the Calgary Sport Council and The City ensure that in the planning and development of new sport facilities consideration is given to the development of a full range and spectrum of facilities such that participants will have the opportunity to progress from entry levels to high performance in a variety of sport (e.g. multi-sport, adaptable design).
- ***Enhance Sport Opportunities at New Calgary School Facilities*** - That the Calgary Sport Council and The City work with the school boards and the Provincial Government to determine if the development standards for school gymnasiums and sport fields can be enhanced to better reflect the needs of the sport community.
- ***Foster Access for All Sport Activities*** - That the Calgary Sport Council ensure that the facility needs of sport organizations that serve a small number of participants and those of developing sport are addressed, where feasible, in the planning and development of all new sport facilities in the city.

Secondary Objectives

- ***Examine Opportunities to Extend or Expand Use of Sport Fields*** - That the Calgary Sport Council and The City explore the feasibility of developing artificial turf sport fields at strategically located athletic parks throughout the city.
- ***Incorporate National and International Facility Standards in New Facilities*** - That the Calgary Sport Council and The City ensure that national and international facility development standards are clearly identified and given consideration in the sport and recreation facility planning and development process.
- ***Serve as a Resource for Sport Development Opportunities*** - That the Calgary Sport Council serve as a resource to those developers and planners who are considering the development of recreational or sport amenities enhancements in their new communities. The Council would provide advice on the requirements, standards and specifications of proposed sport facilities and the types of facilities that may be of most benefit to the residents.

3.8.2 Enhancing Existing Facilities

Through this strategic planning process, a basic inventory of sport and recreation facilities in Calgary was established of which over 1,500 were identified within the city (see Appendices L and M). Some of these facilities present opportunities for upgrading or expansion, while others may require repurposing or conversion to other uses.

Primary Objectives

- **Examine Opportunities for Upgrading and Expansion of Existing Facilities** - That The City identify opportunities for upgrading/expanding facilities to better accommodate existing uses or repurposing/converting to accommodate other uses when changes to existing public sport and recreation facilities are required.

Secondary Objectives

- **Address Facility Lifecycle and Upgrade Needs** - That the Calgary Sport Council and The City continue to work with those community associations and sport organizations with leases of public land that have recreation/sport facilities to ensure that their facility lifecycle and upgrade needs are being effectively addressed.
- **Involvement in School Closures** - That the Calgary Sport Council and The City develop a clear protocol and procedure for ensuring the needs of the sport delivery system are considered as part of the school closure process.
- **Upgrade School Sport Fields** - That the Calgary Sport Council and The City work with school boards on strategy and process for upgrading of existing sport fields at select high school sites throughout the city. Possible upgrades could include irrigation systems, lighting, spectator seating and the development of formalized running tracks.

3.8.3 Improving Facility Access

While strategies have been established for new and existing facilities, opportunities may also exist to improve accessibility to facilities. These strategies are intended to foster maximization of use of facilities throughout Calgary.

Primary Objectives

- **Review Booking Procedures** - That The City, with the assistance of the Calgary Sport Council, undertake a comprehensive review of all policies and procedures associated with the booking of City and school facilities with a clear focus on providing fair and equitable access to all sport organizations, ensuring that facilities are being used for the appropriate activity and performance level and that time allotments are appropriate.

- ***Enhance Access to School Gymnasias*** - That the Calgary Sport Council and The City develop a process and procedure for maximizing use of existing school gymnasiums by both sport organizations and other likeminded groups (e.g. The Calgary Children's Initiative) during non-school hours, including a review of options for reducing rental rates.
- ***Enhance Access to Post Secondary Institution Facilities*** - That the Calgary Sport Council work with the major post secondary institutions in the city in an effort to maximize the use of their existing sport and recreation facilities by the sport community.

3.8.4 Enriching Sport Delivery

The following initiatives are highlighted for consideration by the Calgary Sport Council and The City of Calgary to further enrich the sport delivery system in Calgary. These initiatives reinforce existing strategies that already exist in the Civic Sport Policy and, as such, are not identified as strategic objectives within this Strategic Plan. Nonetheless, the findings of the Needs and Preferences Study support the significance of these issues within Calgary's sport delivery system.

- ***Communicate Sport Benefits and Opportunities to the Public*** - That the Calgary Sport Council in developing their communication plans and strategies ensure that the public is informed of the benefits of sport and of the significant opportunities to participate in sport in Calgary.
- ***Promote Calgary as a World Centre for Sport*** - That the Calgary Sport Council, The City and the Calgary Sport Tourism Authority work together to bring a variety of sport events to the city (e.g. both summer and winter sport) that will help establish Calgary as a world class centre for sport.
- ***Promote Sport Registration and Equipment Assistance Programs*** - That the Calgary Sport Council work with social agencies and organizations providing sport registration fee assistance and equipment subsidies to Calgarians to ensure that the programs being offered are both complimentary and comprehensive and that they are being effectively communicated to those in need.
- ***Facilitate Education and Training Opportunities for Sport*** - That the Calgary Sport Council continue to facilitate and promote education and training opportunities for coaches and officials in an effort to help address the significant needs of sport organizations in this regard.

3.9 Short Term Initiatives

The strategic objectives provide direction and focus for establishing sport priorities in Calgary. Many of the objectives will take considerable time to address and may take the full decade to achieve benefits for sport. Nonetheless, there are immediate opportunities that should be dealt with over the short term.

The City of Calgary has recently announced significant investment opportunities in sport and recreation and it is imperative that these new facility development projects move forward in alignment with the strategic objectives of this plan.

The following short term initiatives identify preliminary steps that should be undertaken by the Calgary Sport Council and The City to take advantage of these opportunities.

- The Calgary Sport Council and The City will work to maximize the potential of all sport and recreation facility development proposed as part of the Municipal Sustainability Initiative to accommodate the needs of sport.
- The City in cooperation with the Calgary Sport Council incorporate the results of the Strategic Plan with findings of the Recreation Amenity Gap Analysis Study and the Calgary Arts Development Arts Spaces Strategy to inform future sport and recreation facilities development.
- The Calgary Sport Council and The City should conduct a comprehensive review of “best practices” in other comparable municipalities throughout North America to determine the typical level of municipal government support provided in the development and operation of sport and recreation facilities.
- The Calgary Sport Council and The City develop a clear engagement process and evaluation criteria for decision-making for those sport and recreation facilities located on public land that may be reaching the end of their building life and as such, may be candidates for closure, repurposing or conversion to another use.
- The Calgary Sport Council and The City should ensure that the land requirements for new sport and recreation development are addressed in the civic land acquisition strategy.
- The Calgary Sport Council and The City work with the post secondary institutions in partnership opportunities for new sport and recreation facility development that is currently under consideration.

3.10 Monitoring and Updating the Strategic Plan

The 10 Year Strategic Plan for Sport Facility Development and Enhancement is not intended to reinforce how the sport delivery system currently provides sport activities and programs to Calgarians, but rather proposes steps that need to be taken to facilitate better options for sport in the city. Hence, closing the gap between current practices and strategic direction represents positive implementation. Therefore, a work-plan and any associated budget implications will be developed for review by City Council into the 2009-2011 Business Planning & Budget Coordination process. Furthermore, the Strategic Plan will be updated on a 3 year basis coinciding with future Business Planning & Budget Coordination Process to ensure that it stays up-to-date and relevant in meeting the needs and preferences of amateur sport over time.

4.0 BUILDING A STRONGER AND MORE SUSTAINABLE FUTURE FOR SPORT

Amateur sport has a promising future in Calgary. At the heart of this future is the sport community, which has the enthusiasm and commitment to ensure that amateur sport achieves its potential. To help facilitate this success, the Calgary Sport Council in conjunction with The City of Calgary developed a 10 Year Strategic Plan for Sport Facility Development and Enhancement that is intended to build team spirit among sport stakeholders and enhance infrastructure and resources for the benefit of the sport delivery system in the city.

This Strategic Plan focuses on guiding new facility development, enhancing existing facilities, improving facility access and enriching sport delivery. In order to capitalize on the strategic objectives associated with these critical areas, sport stakeholders will need to work collaboratively and coordinate activities to further develop and improve accessibility to facilities.

Although the Strategic Plan has a 10 year outlook, there are short term opportunities that should be addressed by the sport community. Recent announcements by various government agencies for significant investment opportunities in sport and recreation makes it imperative to move forward with many of the strategic initiatives developed in this Plan. By taking advantage of these initiatives, the sport community can build a stronger and more sustainable future for sport within Calgary and ensure that sport opportunities are accessible to all Calgarians to participate in and develop in the sport of their choice.

APPENDIX A

Glossary of Terms

A variety of terms of been used in the research and documentation of this Strategic Plan. The following glossary has been developed to assist readers with many of the terms used within the Strategic Plan.

Administer programs	Tasks that involve preparing and organizing coaches and officials, registering participants, scheduling competitions and practices, establishing rules and administering discipline, etc.
Calgary Sport Council	A volunteer nonprofit society, representing sport in Calgary. http://www.calgarysportcouncil.ca
Capital	Capital represents land, buildings, equipment, etc. that are likely to endure beyond one year of operation.
Community	A group of residents, organizations or stakeholders.
Competition	Various terms as used to describe the competitive play or activities of sport such as games, matches, meets, races and competitions. For the questionnaire, the term competitions is used to represent all types of competitive play or activities.
Customer service	The provision of services are delivered by a person or by automated means (e.g. self serve) before, during or after a competition or practice.
Delivery system	Structure, organization, resources and methods involved in providing sport programs and initiatives to participants.
Developmental level of play	Represented by amateur athletes who possess good skills and abilities within their sport, but are not competing at the advanced or high performance levels.
District	An area of Calgary such as a quadrant, region, a specific group of communities, etc.
Emerging sport	A sport that does not have a long history of organization and participant development.
Facility	Any open space or structure that is used to accommodate sport competitions or practices.
Financial contributions	There are two types of financial contributions that government agencies, not-for-profit groups, charities, or other organizations or individuals may provide to a facility. Capital contributions are provided for land, buildings, equipment, etc. that are likely to endure beyond one year of operation. Subsidies are provided for the ongoing operations of a facility to pay expenses that would be incurred within an operating or fiscal year (e.g. human resources, office supplies, etc.).
High performance level of play	Usually undertaken by amateur athletes who have better than average skills and abilities. Some sport organizations have several divisions for athletes to play in and the advanced level of play would be the teams of individuals who possess better skill or ability levels.
Historical booking	Facilities are booked or scheduled automatically for a sport organization based on the historical use of a facility (e.g. schedules of competitions and practices in the previous year).

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Leases of public land	Some organizations have entered into written agreements with The City of Calgary to operate or maintain facilities on land that is owned by The City.
Officials	Individuals who are given the authority to preside over competitions such as referees, umpires, timekeepers, etc.
Practices	Activities undertaken by amateur athletes to prepare for competitions (see above) can be described using different terms such as training, preparation and practices. The term practices have been used to represent all activities that amateur athletes undertake to prepare for competitions.
Primary season	The period of time in which the majority of participants participate in competitions and practices that are officially scheduled and delivered within a sport. This period of time would also include playoffs, finals, etc. associated with the primary season. Some sport organizations may provide secondary seasons that operate at periods times that are in addition to the primary season. These secondary seasons are termed 'other months' within the questionnaire.
Registration cap	Participation in a season of play is limited by a certain number of participants or teams. There may be various specifications that define a cap depending on the distinctiveness of a sport (participants, time, etc.).
Skill level	Some sport organizations have categories or classifications for participation based on the abilities of participants to implement skills such as traveling skills, object control skills and balance movements.
Sport organization	Organizations that administer the activities of a sport such as preparing and organizing coaches and officials, registering participants, scheduling competitions and practices, establishing rules and administering discipline, etc. A sport organization may be known as associations, clubs, leagues, etc.
Sport participants	Amateur sport athletes who register or pay membership dues with a sport organization to develop skills to participate in competition and practices.
Stakeholder	A sport participant, organization, governing body, Calgary citizen, facility, business or corporation or other organization with an interest in sport in Calgary.
Standards (specifications)	Specifications or standards that have been established by a sport organization or governing body that may or may not be adhered to in the administration and implementation of sport activities.
Sustainability	The concept of operating and maintaining facilities such that equal value is attributed to long term economic prosperity, environmental stewardship, and social responsibility.
Team	A group of participants that form one side in a competition.
Utilization	Use of a facility for sport activities.
Well-being	A state of being happy, healthy and prosperous.
World class centre	Known or recognized throughout the world as a leading or prominent location for sport.

APPENDIX B

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APPENDIX C

Steering and Strategic Planning Committees

Members of the Steering and Strategic Planning Committees helped to guide the Sport Needs and Preferences Study and Strategic Plan. The composition of these groups included:

Steering Committee Members

- Tim Bjornson, Calgary Sport Council*
- Susan Cunningham, The City of Calgary*
- Deb Dunnigan, The City of Calgary
- Pearl Doupe, Calgary Sport Council
- Jennifer Hardie-Connery, The City of Calgary
- Jon Hartenberger, HarGroup Management Consultants Inc.*
- Dale Henwood, Calgary Sport Council
- Gord Jackson, Calgary Sport Council
- David MacDonald, The City of Calgary
- Kenn Knights, K. Knights and Associates Ltd.*
- Dennis LeFreniere, The City of Calgary*
- Ray Peltier, The City of Calgary
- Shelley Shea, The City of Calgary
- Gord Smith, Calgary Sport Council
- Lara Tierney, The City of Calgary
- Dennis Urquhart, The City of Calgary

* Denotes Project Team Members

Strategic Planning Committee:

- Tim Bjornson, Calgary Sport Council
- Susan Cunningham, The City of Calgary
- Pearl Doupe, Calgary Sport Council
- Jon Hartenberger, HarGroup Management Consultants Inc.
- Dale Henwood, Calgary Sport Council
- Lew Hayes, Calgary Sport Council
- Kenn Knights, K. Knights and Associates Ltd.
- Dennis LeFreniere, The City of Calgary
- Ray Peltier, The City of Calgary
- Shelley Shea, The City of Calgary
- Gord Smith, Calgary Sport Council

HarGroup Management Consultants Inc. and K. Knights and Associates Ltd. were engaged by the Project and Steering Teams to facilitate the Sport Needs and Preferences Study and the Strategic Plan processes.

In addition, Nicole Miller, Leanna McMillan and Stephanie Brown assisted with interviews conducted with Provincial and National Sport Organizations. Their work was provided through practicum experience as part of a Research Methods course at Mount Royal College.

APPENDIX D

Clarification of Current Status of Demand and Supply Outcomes

At the commencement of the Sport Needs and Preferences Study and Strategic Planning processes, a series of scoping meetings were undertaken to gain further understanding of the demand and supply outcomes.

The following summary presents the objectives that guided the development of public engagement instruments with stakeholders (e.g. sport organizations, general public, facility operators, governing bodies, comparative municipalities, etc.)

- ***Outcome - An assessment of the current status of demand for sport in Calgary:***
- To identify general participation trends in sport (e.g. increased female sport participation)
- To develop a profile of sport participation in Calgary:
 - To identify current participation registration/membership levels
 - To identify historical participation registration/membership levels (last 5 to 10 years)
 - To identify current demographics of participants such as age, gender and location
 - To identify skill levels being served (grassroots, developmental, elite - these terms may need further consideration)
- To identify barriers to sport participation in Calgary
 - To identify types of barriers
 - Facility/Program Accessibility
 - Social Isolation
 - Other Priorities
 - To identify supports being used to address barriers
 - To estimate and assess sport participation leakage (e.g. stopped participation and why)
- To assess latent and future demand for sport participation in Calgary:
 - To estimate current non-participation in organized sport activities due to organizational (e.g. volunteers, coaches, officials, etc.) and facility capabilities (e.g. cap restrictions)
 - To estimate current non-participation in organized sport activities due to other reasons
 - To estimate sport participation growth over the next 10 years

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- To assess utilization of sport facilities in Calgary:
 - To identify types of facilities used
 - For games/matches/meets/races/competitions
 - For practice time
 - For skill levels and age categories
 - Location of facilities used
 - Facility operators
 - To identify program cycles (e.g. length of time between sport registration and booking of facilities)
 - To determine length of seasonal play for which facilities are used
 - To identify standards of play (current vs. preferred) based on:
 - Length of games/matches/meets/races/competitions (e.g. number of scheduled minutes or hours for games/matches/meets/races/competitions)
 - Number of games/matches/meets/races/competitions
 - Game/match/meet/race/competition time versus practice time
 - Differences that may exist among skill levels
 - Number of tournaments/competitions
- To develop a profile of sport delivery systems in Calgary:
 - To identify registration/membership fees for sport participants
 - To determine the structure of program delivery among sport organizations
 - Levels of organizational structure (e.g. governing body, leagues, teams, players, etc.)
 - Responsibilities of various organizational levels (e.g. city wide, regional areas, district areas, etc.)
 - To determine human resource composition to organize and deliver sport programs
 - Number of staff and volunteers
 - Number of administrators, coaches and officials
 - Number of teams.
 - To assess organizational capabilities
 - Organizational ability to invest in facilities
 - Organizational readiness for growth
 - To assess the capacity of each sport (e.g. major or minor sport)
- ***Outcome - An assessment of the current status of supply of sport in Calgary:***
- To identify industry trends in sport facility development (e.g. move toward multiple playing surface facilities to take advantage of economies of scale, advent of indoor field facilities, increased female sport participation, etc.)
- To develop an inventory of facilities used for sport:
 - To identify types of facilities used for sport in Calgary
 - To identify the range of facilities used for sport
 - To identify quantities of facilities used for sport
 - To estimate hours of capacity of available for sport activities
 - To estimate ratio of capacity to use of facilities for sport activities

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- To assess methods used to allocate facility bookings:
 - To identify booking structures
 - To assess tangible use of booking times
 - To understand non-sport use of facilities

- To assess the quality of facilities used for sport
 - To assess capability of existing facilities to address needs
 - The ability of sport activity surfaces meeting standards of play
 - Support amenities meeting sport activity needs (e.g. dressing rooms, officiating rooms, spectator seating, etc.)

 - To assess condition of existing facilities
 - Life cycle planning initiatives being organized and implemented for facilities used for sport
 - Ages of facilities
 - Life cycle plans in place
 - Implementation strategies
 - Facility maintenance cycles
 - To assess the capacity for facilities to address needs
 - Meet demand from participants and sport groups
 - Various programming needs (e.g. from grassroots to elite levels)

- To identify facility delivery systems
 - To understand the historical development of different types of facilities in Calgary
 - To identify facility governance systems
 - To identify operating models
 - To identify fee structures and recovery policies

- To identify investment strategies for facility development
 - To identify strategies employed by stakeholders in Calgary
 - To identify strategies used in other jurisdictions
 - To identify alternative funding strategies

APPENDIX E

Summary of Needs and Preferences Study

Introduction

A Needs and Preferences Study was conducted by the Calgary Sport Council and The City of Calgary to gain insight into the sport delivery system in Calgary and sport stakeholders' expectations for facility development within Calgary.

The research undertaken for the Needs and Preferences Study examined a variety of issues to understand the sport delivery system including demand and supply factors for sport. The types of issues that guided the research included:

Demand for sport in Calgary:

- To identify general participation trends in sport
- To develop a profile of sport participation
- To identify barriers to sport participation
- To assess latent and future demand for sport participation
- To assess utilization of sport facilities
- To develop a profile of sport delivery systems

Supply of sport in Calgary:

- To identify industry trends in sport facility development
- To develop an inventory of facilities used for sport
- To assess methods used to allocate facility bookings
- To assess the quality of facilities used for sport
- To identify facility delivery systems
- To identify investment strategies for facility development

A comprehensive research program was employed to gather information that would address the above issues. The following summaries present the activities that were undertaken in the research.

- **Literature Review** - The Calgary Sport Council and The City of Calgary gathered published information and reports about sport and recreation sectors. Many municipalities throughout Canada have conducted studies about sport and recreation participation, industry trends and influences, proposed strategies and initiatives for facility development. This information provided valuable learnings that contributed to understandings of issues affecting sport in the country and were used to develop research instruments for the Needs and Preferences Study.
- **Exploratory Research** - A set of focus groups were conducted with 21 sport organizations to gain explore and identify issues affecting sport in Calgary and to test concepts that would be examined in surveys with sport stakeholders. The focus groups included all types of sport organizations including individual and team sports and sport organizations that serve large and small numbers of participants.

- **Surveys** - Quantitative surveys were conducted with sport stakeholders in Calgary and national and provincial sport governing bodies. The following profiles highlight the surveys that were conducted:
 - **Sport organizations** - A total of 202 responses were obtained through an on-line survey conducted with sport organizations. Approximately 390 sport organizations were invited to participate in the survey, which resulted in over half providing responses.

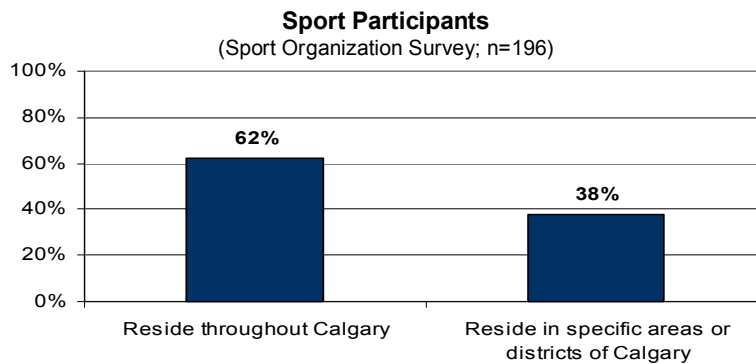
Sport organizations were informed about the survey through promotion on the Calgary Sport Council website and pre-invitation e-mail messages (these included samples of questions that would be asked in the survey to prepare sport organizations to respond). An invitation was sent to sport organizations asking for participation in the survey. Three follow-up e-mail messages were sent to sport organizations that did not respond during the survey process. After the official survey deadline had passed, the Calgary Sport Council contacted sport organizations that had not submitted responses to encourage participation.
 - **Facility operators** - A total of 47 facility operators participated in an on-line survey. These operators involved community based organizations (such as community associations), sport organizations and private operators.
 - **The General Public** - 1,500 interviews were conducted with Calgarians through a telephone survey. The sample of respondents was stratified to include 500 respondents from the inner city, established communities and new communities. Heads of household were asked to respond on behalf of the entire household.
 - **Secondary and Post Secondary Schools or Organizations** - A total of 12 interviews were conducted with secondary and post secondary schools or organizations. Secondary school representatives were interviewed in person, while post secondary schools were interviewed by telephone.
 - **Sport Development Organizations** - A total of 13 sport development organizations were contacted and interviewed by telephone for the project. These organizations provide training to athletes who are interested in advancing their performance in sport.
 - **Provincial and National Sport Organizations** - 44 provincial and national sport organizations were interviewed by telephone to gain a broader understanding of sport issues. Approximately half of the interviews were conducted by Mount Royal College students who participated in a class research project. The other half of interviews were conducted by representatives of Sport Development, The City of Calgary Recreation Business Unit.

The research was conducted between September 2007 and January 2008.

A summary of key issues from this research are presented on the next few pages.

A Profile of Sport in Calgary

- **Sport is a Significant Sector within Calgary** – There are approximately 400 sport organizations in Calgary that serve between 10 and 16,000 sport participants (the median average number of sport participants served by Calgary sport organizations is 255). As well, approximately 45% of households have at least one member who participates in sport. Actually, there are approximate 320,000 sport participants who reside within the city (Calgary sport organizations also serve an estimated 32,000 sport participants who reside outside the city limits).



- **Participation is Concentrated in Certain Sport Activities** – There are approximately 80 to 85 sport activities that occur in Calgary. However, participation is largely focused on thirteen sports. Indeed, approximately 80% of sport participants are involved in thirteen sports.

Sport Participation within Sport Activities

Over 50,000 (38%)

- Soccer
- Ice Hockey

Between 20,000 and 49,999 (13%)

- Golf
- Basketball

Between 10,000 and 19,999 (21%)

- Volleyball
- Softball/Slopitch
- Curling
- Badminton
- Baseball

Between 5,000 and 9,999 (7%)

- Football
- Gymnastics
- Lacrosse – Box
- Athletics (track and field)

Between 2,000 and 4,999 (11%)

- Figure Skating
- Ball hockey
- Bowling – 5 Pin
- Disc – Ultimate
- Running/Marathons
- Beach Volleyball
- Rugby
- Fastpitch
- Squash
- Ringette
- Tennis

Between 1,000 and 1,999 (3%)

- Cricket
- Wrestling
- Cross country running
- Swimming
- Bowling – 10 Pin
- Cycling – Mountain Biking

Between 500 and 999 (2%)

- Tae Kwon Do
- Soccer - Futsal
- Karate
- Fencing
- Archery
- Baton twirling
- Weightlifting
- Field hockey
- Modified fastpitch
- Lawn bowling
- Darts

Under 500 (3%)

- Waterpolo
- Racquetball
- Floor hockey
- Sailing/Yachting
- Synchronized Swimming
- Field lacrosse
- Judo
- Nordic Skiing
- Diving
- Orienteering
- Alpine Skiing
- Inline/Roller hockey
- Handball
- Biathlon
- Shooting
- Synchronized skating

Under 500, continued...

- Snowboarding
- BMX Racing
- Rowing
- Paddleball
- Athletics-Wheelchair
- Kayaking
- Triathlon
- Basketball – Wheelchair
- Gymnastics – Rhythmic
- Netball
- Boxing
- Table Tennis
- Skating – Long Track
- Speed
- Freestyle skiing
- Soccer – Wheelchair
- Cycling – Road racing
- Rugby – Quad
- Skateboarding
- Bobsleigh
- Equestrian
- Luge
- Canoeing
- Skeleton
- Nordic Combined Skiing
- Martial arts - Other

Note: Estimates developed from data gathered in the Sport Organization Survey, General Public Survey and reports published by Statistics Canada and Alberta Community Development.

- **Sport Activities are Distributed Throughout the Year** – Though some months constitute a primary or secondary season for sport organizations more so than others, sport opportunities are generally available to Calgarians throughout the year.

Monthly Sport Activities (Sport Organization Survey)			
Month	Primary Season	Secondary Season	Nothing Scheduled
January (n=199)	53	19	28
February (n=198)	55	20	25
March (n=198)	56	23	21
April (n=201)	51	31	18
May (n=199)	62	18	20
June (n=199)	56	20	25
July (n=200)	50	18	33
August (n=199)	42	26	32
September (n=201)	59	28	13
October (n=200)	58	24	18
November (n=199)	52	18	31
December (n=199)	52	15	33

Demographic Composition of Sport Participation

- **Sport Participation is Largely Undertaken by Youth** – The following breakdown of sport participation by age reveals that, while all age groups participate in sport, youth do more so. There is a higher proportion of participants situated in new communities of Calgary, which is likely a result of the higher composition of families with children and youth that reside in these communities.

Proportion of Households Participating in Sport

Participation among age groups:

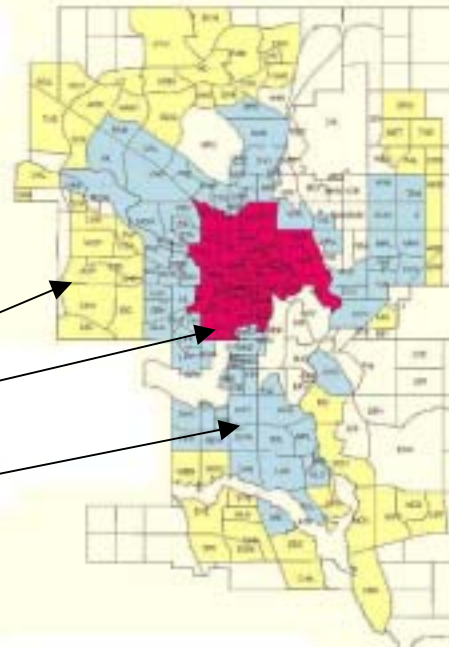
- For the most part, children under 13 years engage in one sport activity per individual
- Youth between 13 to 19 year participate in at least one sport activity
- Some adults between 20 to 64 years take part in sport activities
- Few seniors participate in sport activities

New Communities - 57%

Inner City - 38%

Established Communities - 42%

(General Public Survey)

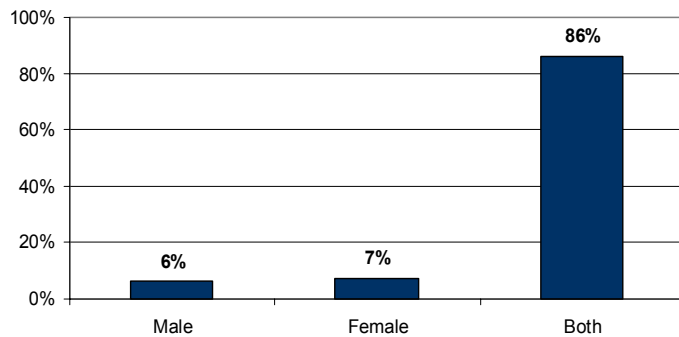


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- **Some Sport Activities Attract Different Age Groups** - Although sport activities are enjoyed by all Calgarians, some activities are more likely to be undertaken by certain age groups.
 - Curling – primarily an adult sport
 - Disc – Ultimate – primarily an adult sport
 - Football – primarily a youth sport
 - Golf – primarily an adult sport
 - Gymnastics – large segment of participants are children
 - Ice hockey (and other hockey sport) – approximately half are adult participants
 - Figure skating – primarily a childrens sport
 - Outdoor soccer – large segment of participants are children
 - Softball/Slopitch – primarily an adult sport
 - Beach Volleyball – primarily an adult sport

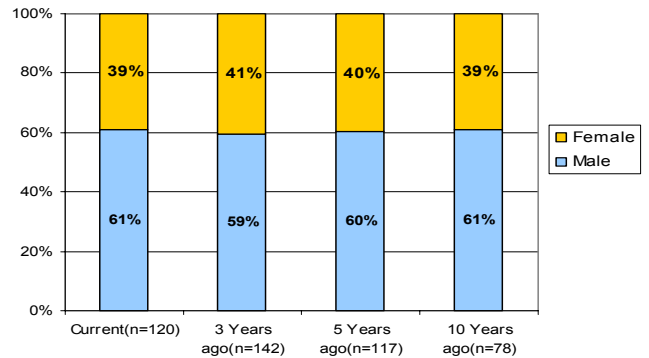
- **Both Men and Women Participate in Sport** – Sport organizations generally serve men and women, though men have slightly higher historical participation rates.

Participants in Sport Organizations (n=202)



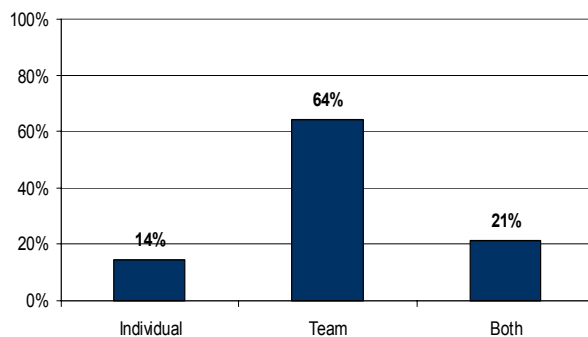
(Sport Organization Survey)

Historical Gender Registration



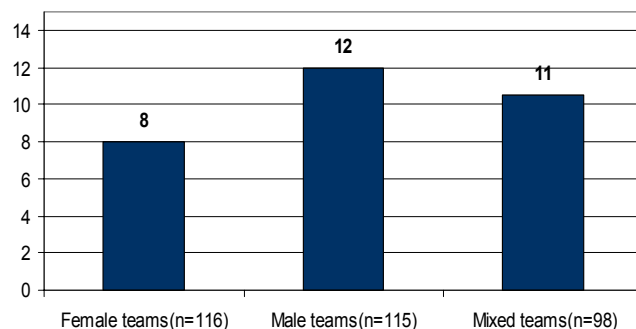
- **Participation Type is Varied** - Sport participation varies, but is largely team oriented, with male or mixed members.

Types of Sport Participation (n=202)



(Sport Organization Survey)

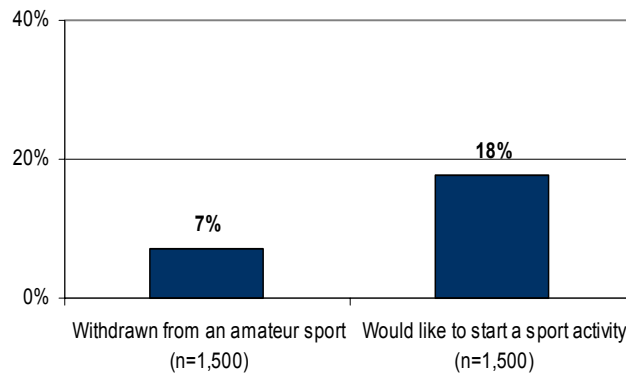
Number of Teams (median)



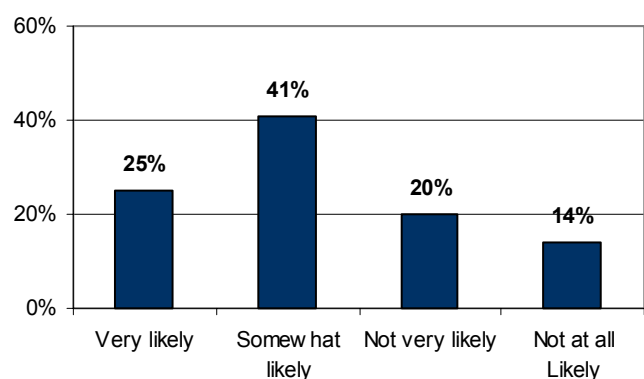
Changes in Sport Participation

- Affects of Migration in Sport Participation Likely Limited** - Some Calgarians start sport activities, while other withdraw from activities. The data from the General Public Survey suggests that there are about as many Calgarians who start as withdraw from sport activities. For instance, approximately 7% of respondents indicated that someone in their household had withdrawn from a sport activity in the 12 months leading up to the survey. Although a higher proportion of respondents (18%) indicated that someone in the household would like to start a new sport activity, these respondents were not necessarily certain that the interested person would start the activity (i.e. 25% strongly agreed that the person was very likely to start within the next 12 months).

Withdrawal (Past 12 Months) and Interest in Beginning Sport Activities (Next 12 Months)



Likelihood of Starting Within Next Year (n=255)



(General Public Survey)

Reasons for Withdrawing from Sport			
Barrier Categories	% of Responses (n=108)	Barriers	% of Responses (n=108)
Time constraints/Other priorities	32	No time	21
		Other commitments (work/family)	11
Facility issues	22	Have to travel too far to participate	9
		Competitions/practices occurring too late or too early	6
		Not enough facilities	5
		Poor facility conditions	2
Social isolation issues	19	Poor health/handicapped	13
		Too costly generally	5
		Equipment costs too high	1
Personal interest/Situation	14	Lost interest in sport	12
		Moved	2
		Coaching issues	4
Programming issues	12	Sport has become too competitive/possibility of injury	4
		Not enough participants	2
		Unable to participate at skill level wanted	2
Other	3	Other	3
Total	100	Total	100

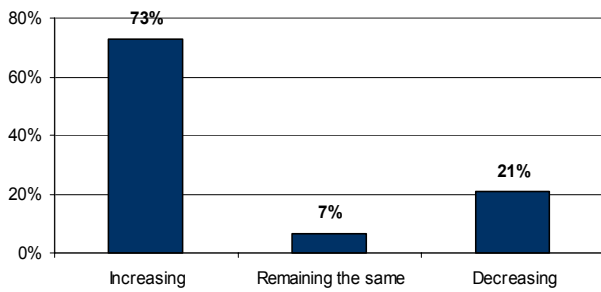
Perceived Barriers to Starting Sport Activities			
Barrier Categories	% of Responses (n=255)	Barriers	% of Responses (n=255)
Time constraints/Other priorities	35	No time	30
		Other commitments (work/family/school)	5
Program issues	26	Registration costs too high	10
		Equipment costs too high	5
		Lack of awareness/information	5
		Could not register for the sport	4
		Not enough programs	2
Facility issues	17	Not enough facilities	9
		Too far away/inconvenient to participate	8
		Lack of interest till now	5
Personal interest/Situation	13	Not old enough	4
		Took a break	2
		Just moved	2
		Poor health/handicapped	5
Social isolation	7	Generally, too costly	2
Other	4	Other	4
Total	100	Total	100

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For the most part, other priorities tend to impede on Calgarians taking part in sport activities. For instance, a third of responses as to why sport participants withdrew (32%) or interested household members wanted to start (35%) related to time constraints or other commitments. Nonetheless, there is evidence in the data to suggest that the lack of sport facilities are influencing some sport participants to withdraw from an activity or individuals not begin a sport activity. Further, some individuals who are interested in starting a new sport identified cost as a barrier (e.g. 10% of responses were registration costs too high and 5% equipment costs too high).

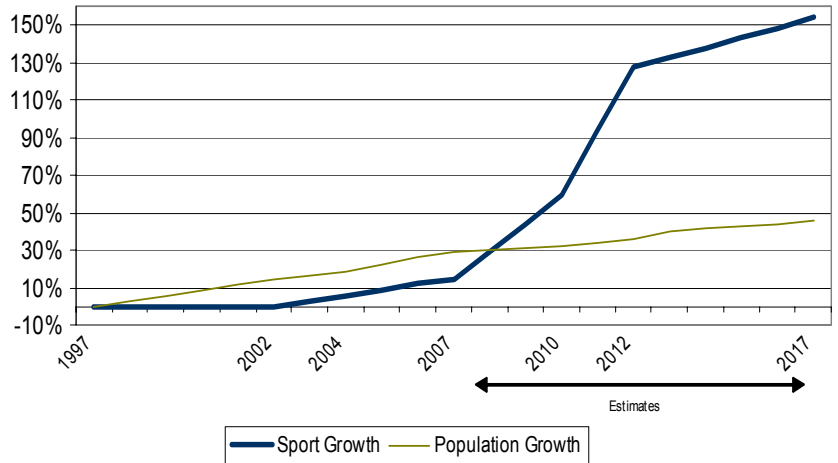
- **Sport Organizations Project Growth in Participation** – Generally, sport organizations anticipate growth over the next five years. Still, historical information provided by sport organizations suggests that growth in sport participation has generally reflected population growth. In terms of future participation, sport organizations anticipate growth that far exceeds the expected increases in population.

Sport Organizations Expectations for Participation Over Next 5 Years (n=196)



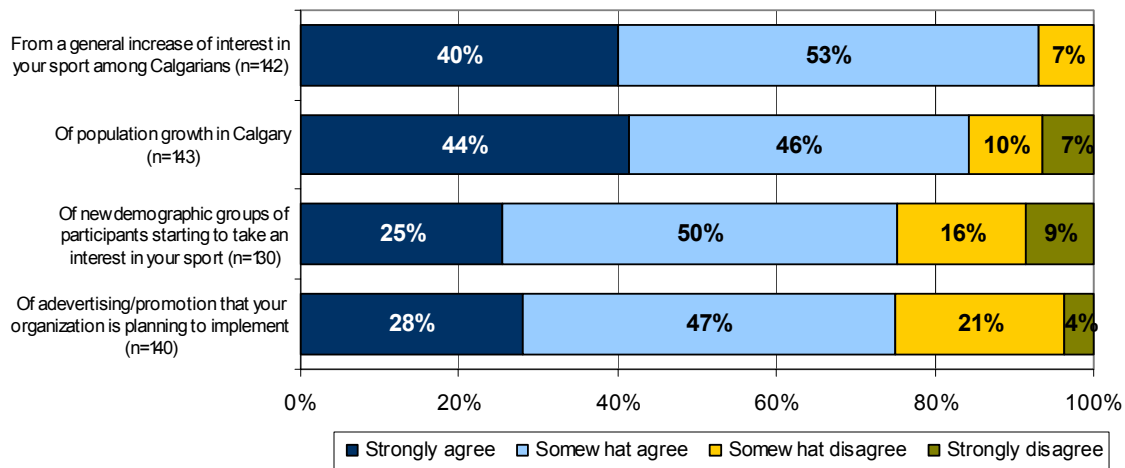
(Sport Organization Survey)

Sport Growth in Relation to Population Growth



Nonetheless, sport organizations felt that growth was most likely to come from a general increase of interest in their sport activities among Calgarians, followed by overall population growth in Calgary.

Anticipated Influences of Increased Participation



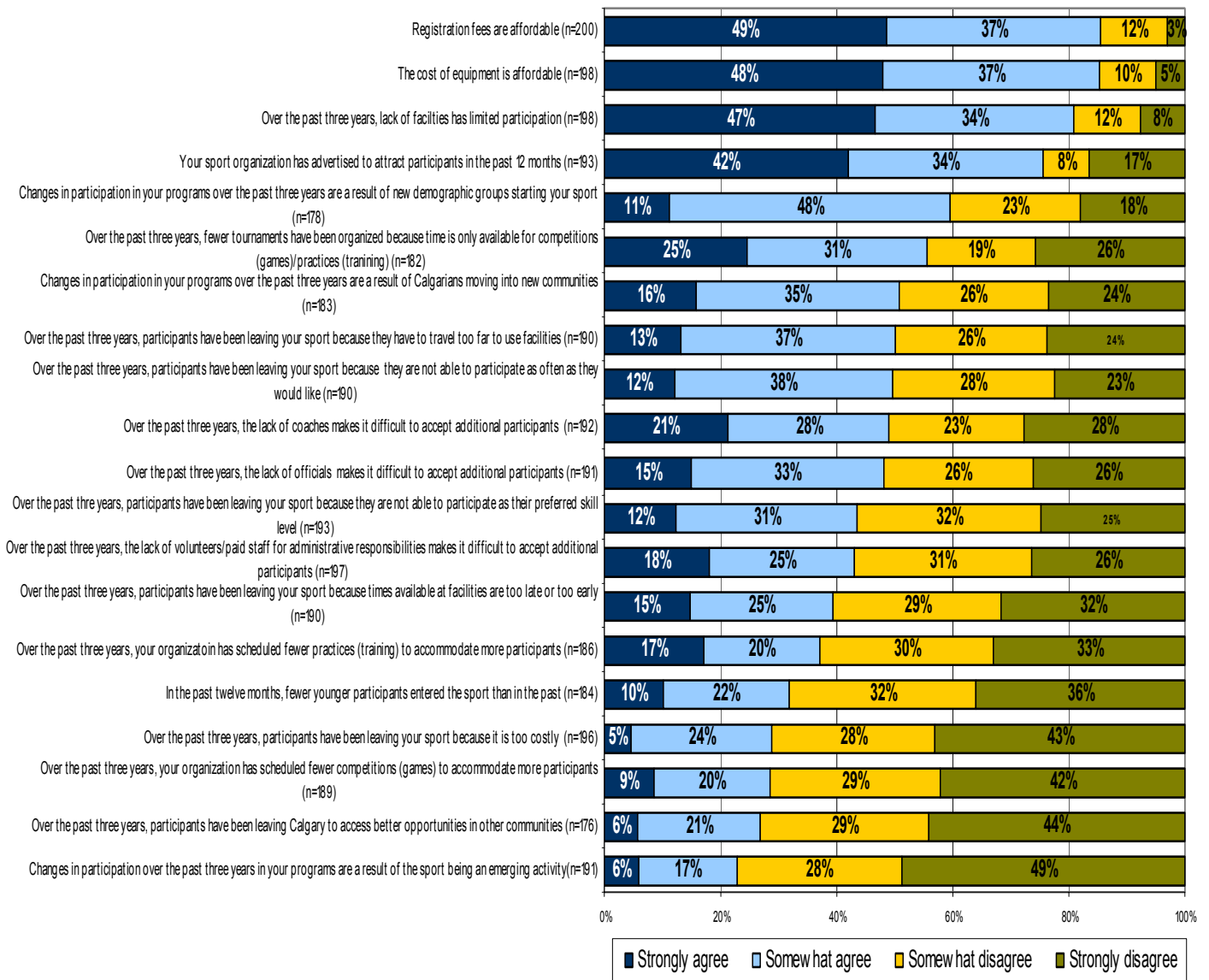
(Sport Organization Survey)

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A 10 Year Strategic Plan for Sport Facility Development and Enhancement**

Perceptions about Sport Issues

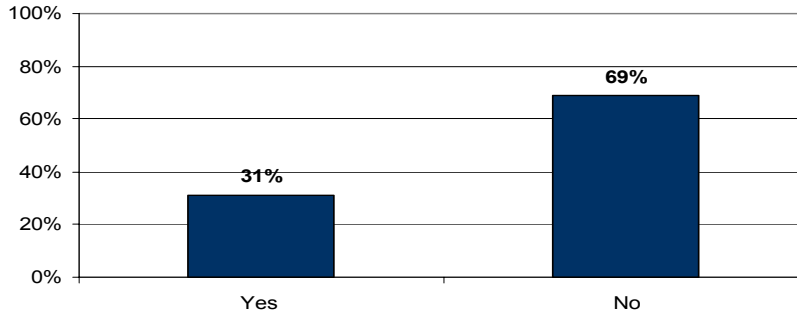
- The following represent sport organizations perceptions about sport issues (see figure on next page):
 - Most sport organizations do not perceive affordability to be an issue for participants
 - Most sport organizations perceive facility deficits to be limiting their growth
 - Most sport organizations continue to advertise for participants
 - Some (half) sport organizations perceive participants to be traveling too far and not participating as much as wanted
 - Some (half) sport organizations are challenged with attracting coaches and officials
 - If scheduling changes are occurring, it is primarily resulting in fewer tournaments rather than regularly scheduled competitions (games) or practices (training)

Sport Organizations Perceptions about Sport Issues



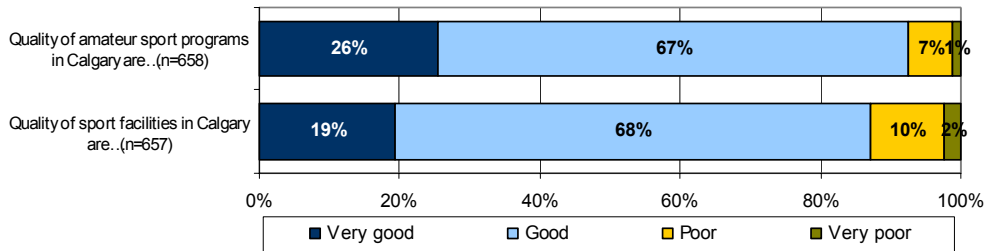
- **Limitations to Participation Exist** – About a third of sport organizations indicated that they have had to implement a registration cap.

Implementation of a Registration Cap (Sport Organization Survey; n=197)

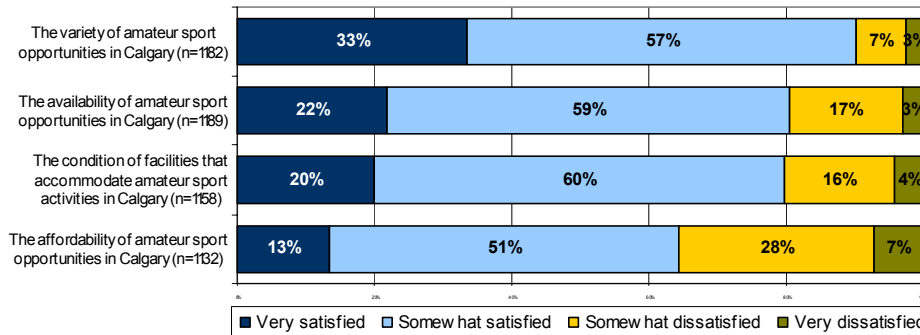


- **General Public have High Regard for Sport Programs and Facilities** – The vast majority of general public survey respondents stated that the quality of sport programs (93%) and sport facilities (87%) were very good or good. Further, the majority of respondents were satisfied (very or somewhat) with accessibility of sport in Calgary such as the variety of amateur sport opportunities (90%), the availability of opportunities (81%), the condition of facilities (80%) and the affordability of opportunities (64%). Still, a third of respondents (36%) were dissatisfied with the affordability of amateur sport opportunities.

General Public Perceptions of Programs and Facilities



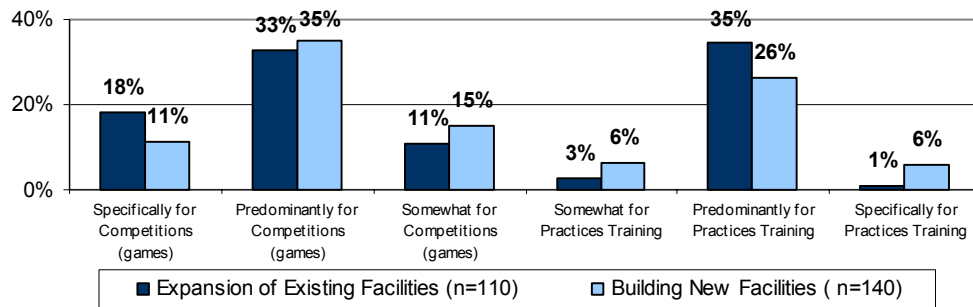
General Public Perceptions of Accessibility of Sport in Calgary



Amount of Playing Time

- **More Competitions/Games and Practices/Training** - Generally, sport organizations would like to have more competitions/games and practices/training. To one set of questions in the Sport Organization Survey, sport organizations indicated that the optimal number of games to practices ratio would be 1 to 2 (average for all respondents). When asked about the current ratio, sport organizations indicated it is 1 to 1 (average for all respondents). Interestingly, when asked about the purpose for expanding existing or building new facilities, sport organizations mostly indicated that these initiatives were needed for competitions/games rather than practices/training.

Purpose of Expanding Existing and Building New Facilities



- **Number of Competitions/Games and Practices/Training is Sufficient for Most Sport Participants** – For the most part, sport participants feel that there is the right number of competitions/games (47%) or practices or they have no opinion (16%). About 18% felt there were too few competitions/games and 21% thought there were too few practices with approximately half indicating both too few competitions/games and practices/training (10%).

		Comparison of Number of Competitions and Practices					
		% of Responses					
# of Competitions/ Games		# of Practices/Training sessions				Total	
		Too Many	The right number	Too Few	Don't Know		
		Too many	0	2	1	0	4
		The right number	1	47	10	3	60
		Too few	0	6	10	1	18
		Don't Know/	0	2	0	16	18
Total	2	56	21	20	100		

Sport Organization Resources

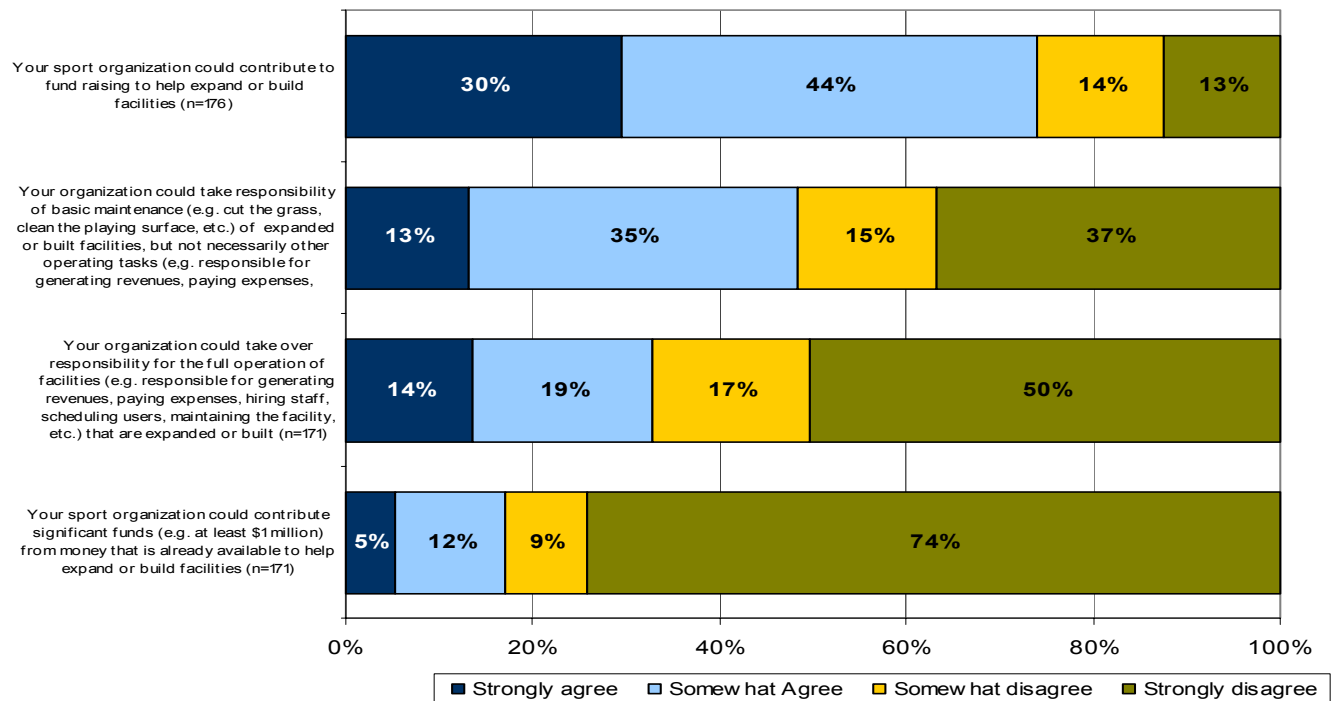
- **Sport Organizations Rely Heavily on Volunteer Human Resources** – Sport organizations in Calgary are largely run by volunteers. This applies to all positions involved, including administrators, coaches, officials, etc.

Positions in Sport Organizations					
Positions		Averages		Ranges	
		Median	Mean	Low	High
Coaches	Paid full time (n=178)	0	0.7	0	56
	Paid part time (n=181)	0	7.1	0	892
	Volunteer (n=177)	15	98.6	0	3,429
Officials	Paid full time (n=173)	0	0.5	0	40
	Paid part time (n=173)	0	17.7	0	725
	Volunteer (n=176)	0	31.2	0	1,380
Other (not including Board members and Administrators)	Paid full time (n=175)	0	0.3	0	13
	Paid part time (n=177)	0	0.4	0	20
	Volunteer (n=175)	0	23.6	0	750
Board of Directors/Governors	Paid full time (n=141)	0	0.1	0	5
	Paid part time (n=141)	0	0.0	0	1
	Volunteer (n=141)	8	8.7	0	30
Administrators	Paid full time (n=142)	0	0.4	0	13
	Paid part time (n=142)	0	0.5	0	20
	Volunteer (n=141)	0	1.9	0	26
Contract Administrators*	Paid full time (n=141)	0	0.0	0	2
	Paid part time (n=141)	0	0.2	0	4
	Volunteer (n=141)	0	0.1	0	2
Other (not including coaches and officials)	Paid full time (n=141)	0	0.2	0	24
	Paid part time (n=141)	0	0.3	0	20
	Volunteer (n=141)	0	18.3	0	2,000

*Note: Individuals or groups of individuals (companies) hired to administer sport programs.

- **Possible Contributions to Facility Development May be Limited** – There was much agreement from sport organizations that they could contribute to fundraising for facility development or take responsibility for general maintenance. However, there was notably less agreement with regards to organizations’ abilities to solely operate facilities and even less agreement with being able to contribute significant funds.

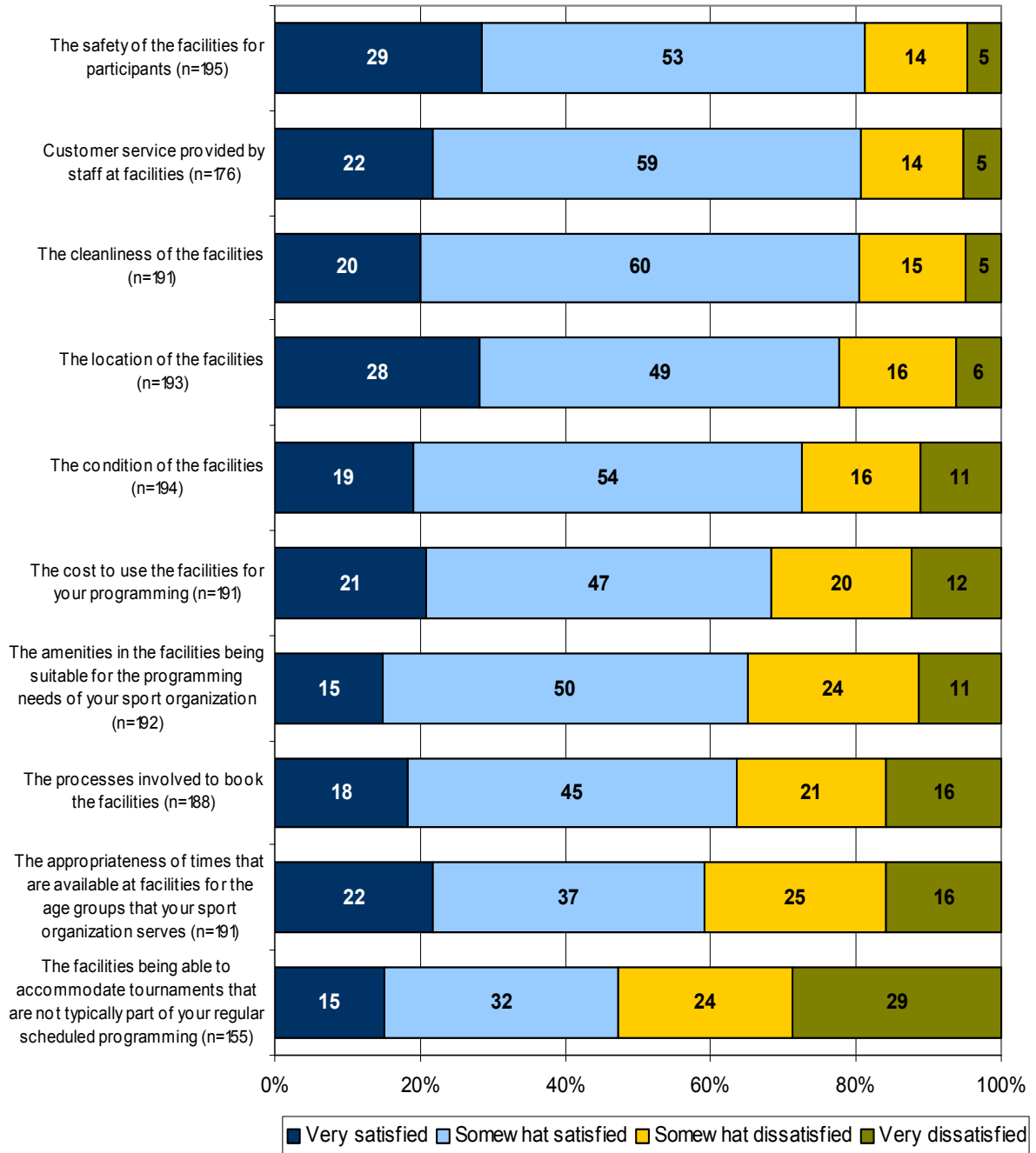
Possible Contributions to Facility Development by Sport Organizations



Perceptions of Facilities

- Most Sport Organizations Perceive Facilities to be Safe, But Have Concerns about Availability** - When asked about various aspects of sport facilities in Calgary, most sport organizations were satisfied with the safety of the facilities for sport participants, customer service provided at facilities and the cleanliness and locations of facilities. Most were dissatisfied with the ability of facilities to accommodate tournaments or play outside of regularly scheduled programming and almost half were dissatisfied with the appropriateness of times available for age groups.

Sport Organizations' Perceptions of Facilities



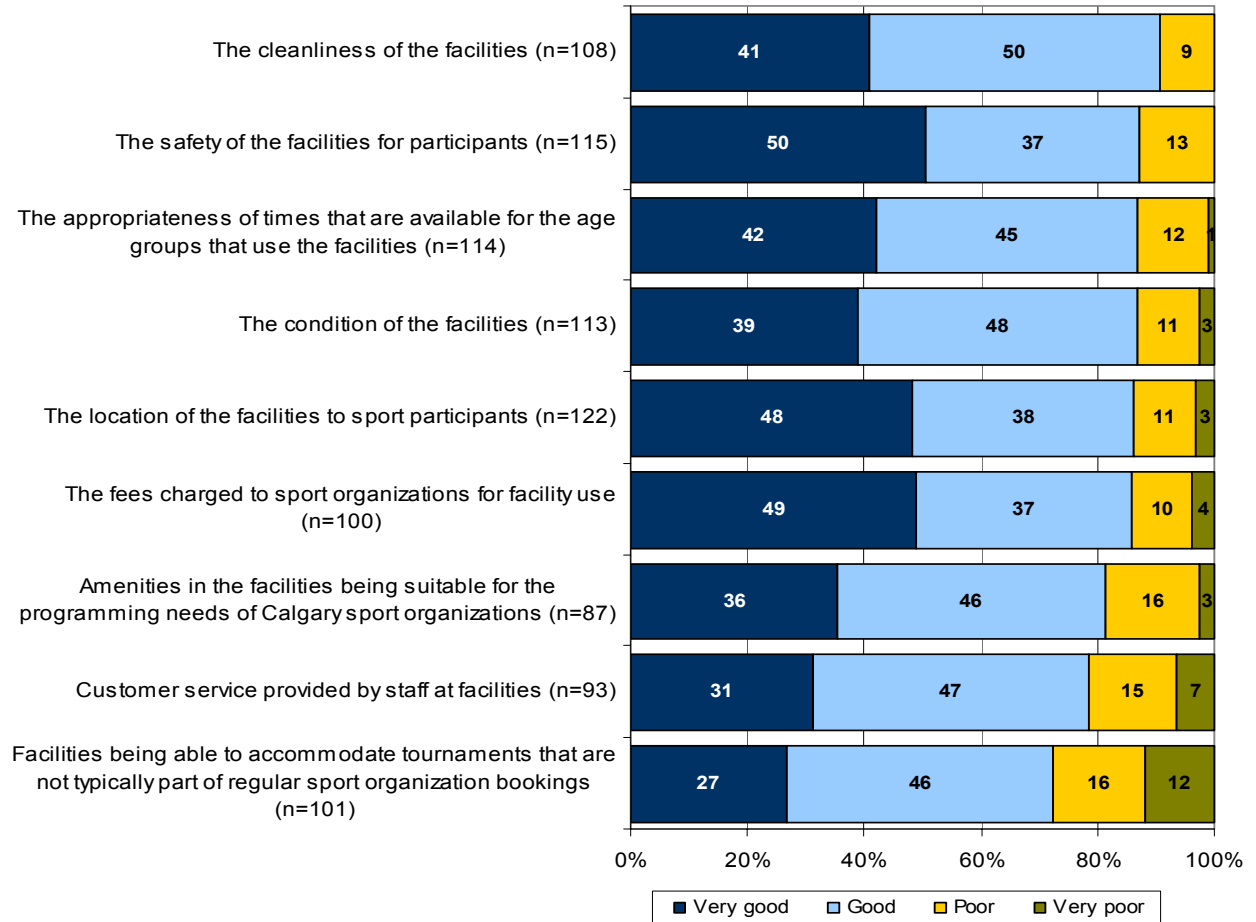
Some notable differences to the responses presented in the above figure among users of facility types include (respondents that use these facility types were less satisfied than average):

- Safety of participants – indoor rectangular fields; indoor tracks; aquatic - open water; diamond fields; outdoor rectangular fields; outdoor tracks; and outdoor rinks.
- Customer service – aquatic – diving tanks; aquatic – flat water; indoor tracks; racquet facilities; aquatic – open water; fields – open spaces; and outdoor tracks.
- Cleanliness – indoor racquet facilities and outdoor rinks.
- Location of facilities – aquatic – dive tanks; aquatic – flat water; indoor rectangular fields; indoor racquet facilities; aquatic – open water.
- Condition – aquatic - flat water; diamond fields; outdoor rectangular fields; outdoor tracks; and outdoor rinks.
- Cost of facilities – aquatic – dive tanks; aquatic – flat water; gymnasias; and indoor rectangular fields.
- Suitability for functional programming – aquatic flat water; indoor tracks; diamond fields; outdoor rectangular fields; and outdoor tracks.
- Facility booking processes – aquatic dive tanks; aquatic – flat water; gymnasias; and indoor rectangular fields.
- Appropriateness of times available for age groups – gymnasias; ice arenas; indoor rectangular fields; and indoor tracks.
- Accommodate tournaments – aquatic – diving tanks; aquatic – flat water; gymnasias; indoor rectangular fields; indoor tracks; aquatic – open water; and oval fields.

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- **Operators Generally Satisfied with Their Facilities** - For the most part, facility operators are satisfied with the facilities that are provided to the sport organizations that are served.

Facility Operators' Perceptions of Facilities

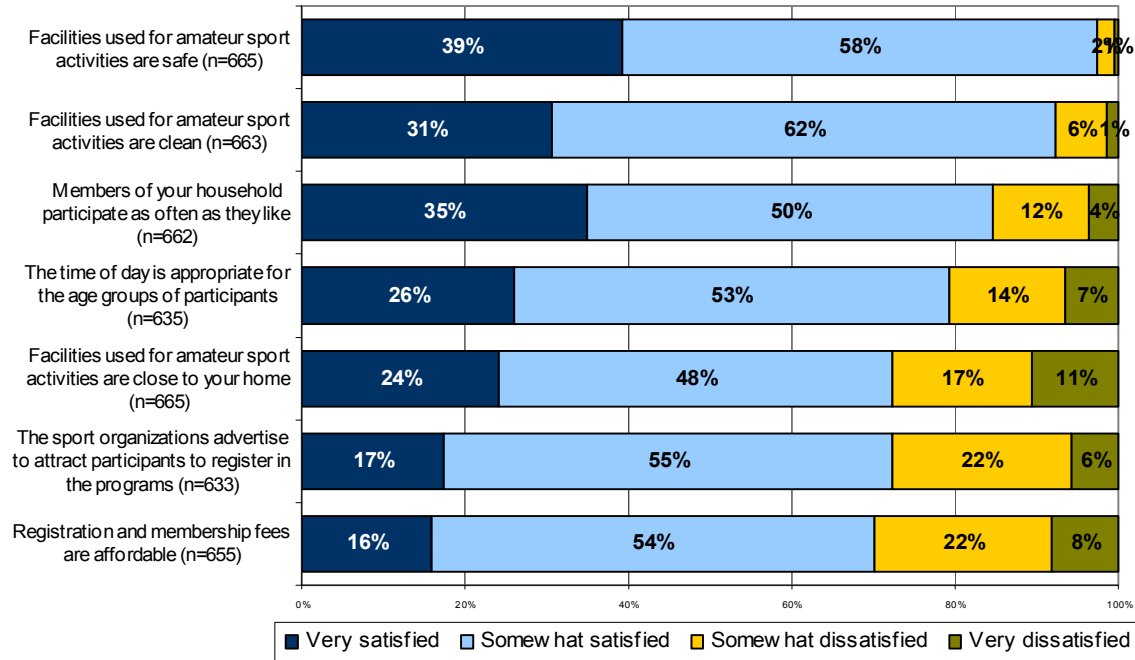


(Facility Operator Survey - Note: Operators responded to each of the items more than once. These questions were asked for each amenity within a facility)

**Team Spirit: Advancing Amateur Sport for All Calgarians
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- **Sport Participants Are Also Satisfied with Facilities** - Households that had at least one sport participant were asked about facilities and other aspects of sport. In terms of questions about facilities, sport participant households were generally satisfied. For example, almost all were satisfied with the safety (97%), cleanliness (93%) and times available at facilities for age groups (79%).

Public Perceptions of Facilities and Other Sport Issues



Facility Use

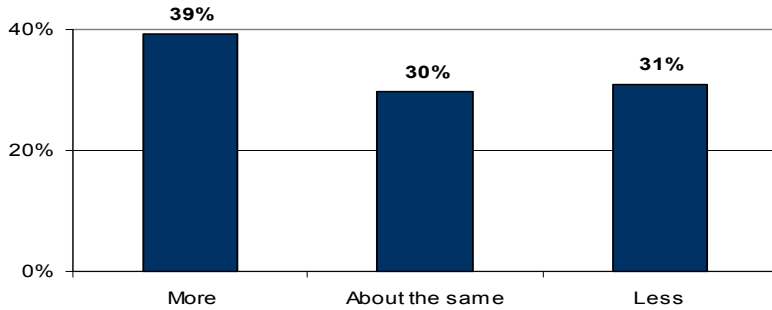
- **Many Sport Activities are Booking Facilities Through The City** - Using data provided through The City's booking systems, there are approximately 39 different sport activities that book sport facilities through The City. Soccer activities represent approximately 57% of the hours booked through The City at sport facilities.

**City of Calgary Bookings
(Hours of Use)**

Amenities	# of hours			Approximate Proportion of Facilities in Calgary	Main Users
	2007	2006	2005		
School Gymnasiums	38,920	35,825	36,707	High	▪Basketball ▪Soccer
Athletic Parks	22,023	17,915	21,646	High	▪Soccer ▪Softball/Baseball
Arenas	34,739	32,947	31,467	Mid to Low	▪Hockey
Playfields	280,847	269,912	258,799	High	▪Soccer ▪Softball/Baseball
Leisure centres	3,560	4,483	4,928	n/a	▪Racquet sport ▪Gymnastics

- **Non-City Operated Facilities Booked More Often** - Facility Operators indicated that their facilities are being booked more often by sport organization than was the case three years ago. Nonetheless, facility operators indicated that their facilities are booked about 52% of available prime time hours (operators defined prime time themselves). As well, facility operators indicated that about a third of their prime time hours are booked by sport organizations (other bookings during prime time hours are for other programming).

Non-City Bookings Over Past Three Years (n=44)



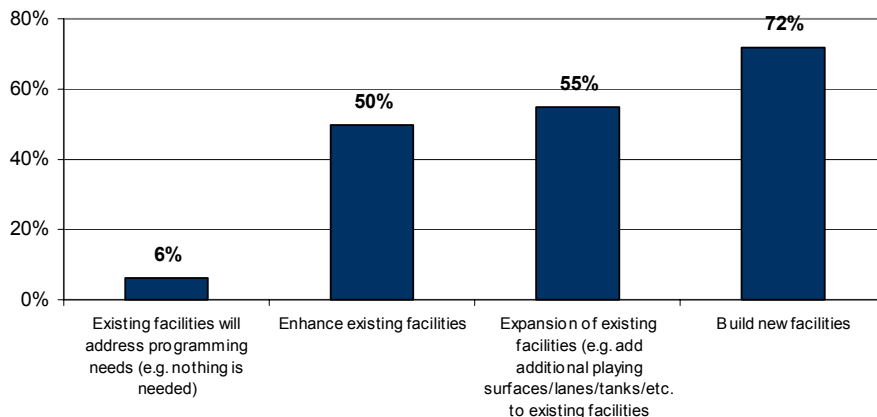
Facilities identified mainly as more:

- Aquatic – Diving tanks
- Curling rinks
- Fitness facilities
- Gymnasiums
- Ice arenas
- Outdoor rinks

- % of Prime Time Hours Booked - 52% (average for non-City*)
- Facilities mainly booked (80% to 100%):
Bowling lanes – Pins
Curling rinks
Gymnasiums
Ice arenas
Indoor rectangular fields
Multi-purpose rooms
Outdoor rectangular fields
- % of Prime Time Hours Booked by Sport Organizations - 36% (average for non-City*)
- Facilities mainly booked (80% to 100%):
Gymnasiums
Ice arenas
Indoor rectangular fields
Outdoor rectangular fields

Facility Development Needs and Expectations

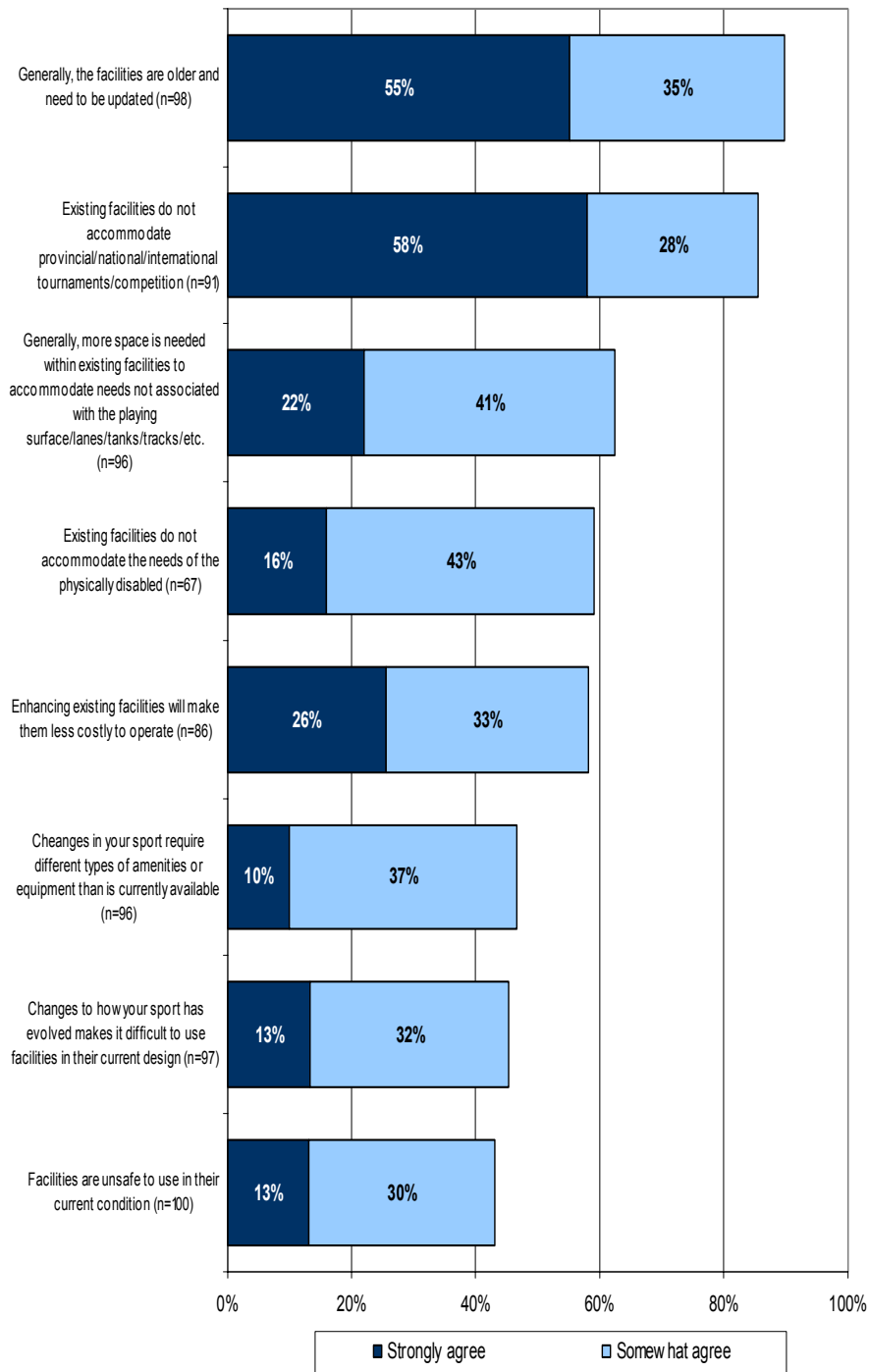
- **Sport Organizations Perceive Need for New Facilities** - When asked about facility needs, sport organizations were most likely to suggest building new facilities over expanding or enhancing existing facilities. Nonetheless, a large proportion of sport organizations also felt that there was a need to enhance and expand existing facilities.



**Team Spirit: Advancing Amateur Sport for All Calgarians
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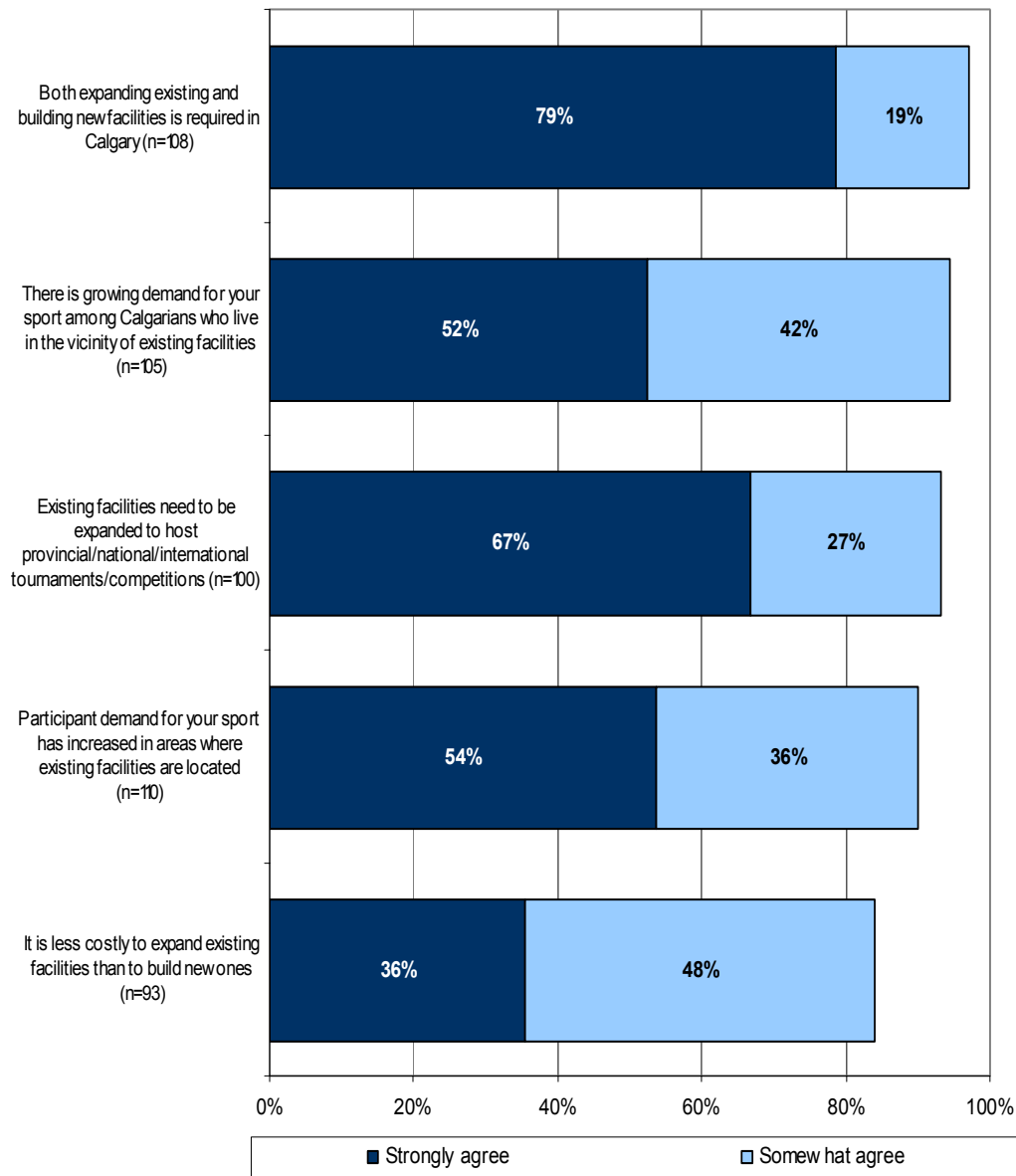
- **Age and Functionality of Existing Facilities a Concern** - Sport organizations that stated existing sport facilities should be enhanced were primarily concerned with the overall age of facilities and the functionality of the facilities to accommodate programming and provincial, national and international tournaments.

Reasons for Enhancing Existing Facilities
(Sport Organization Survey)

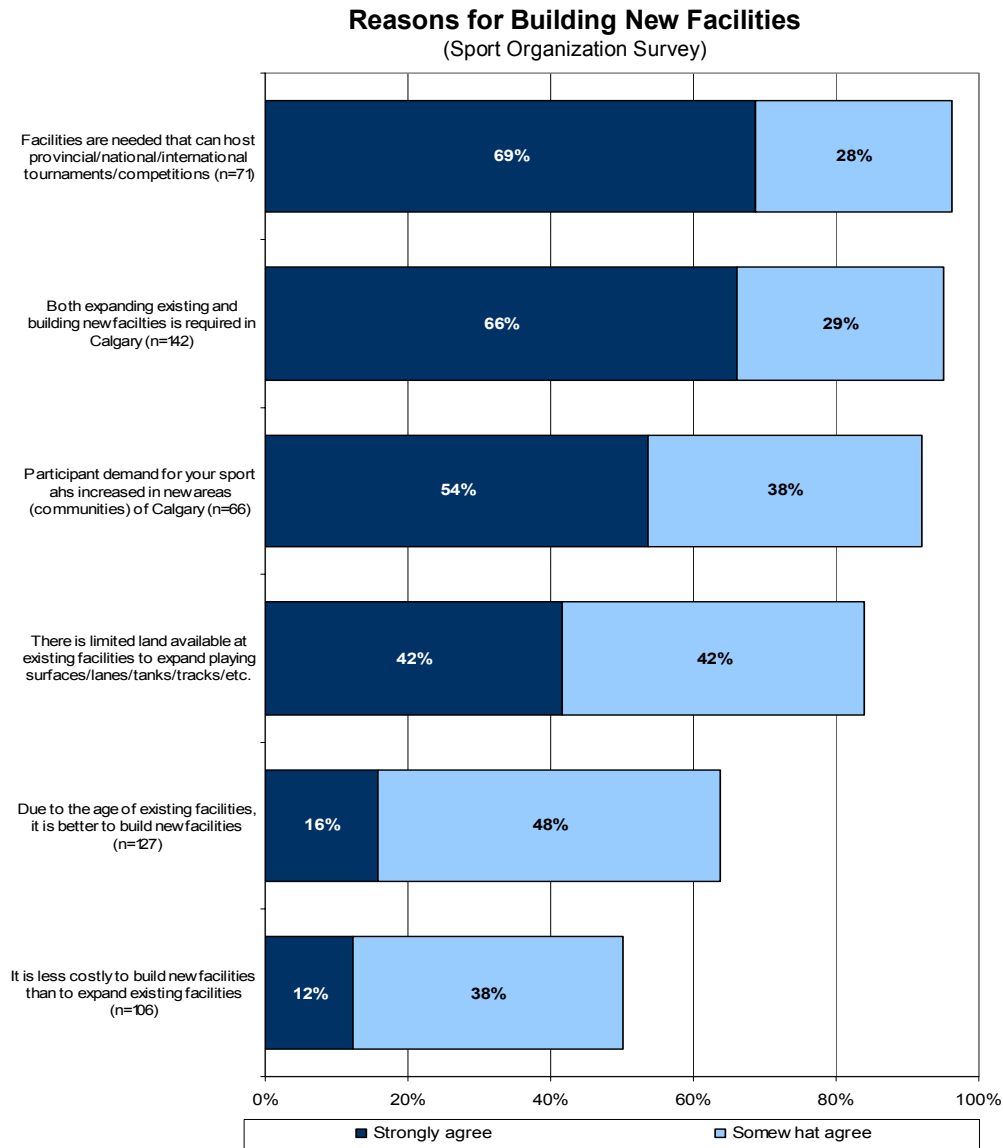


- **Growing Demand Influences Need to Expand Existing Facilities** - There is a general sense among sport organizations that growth in demand in areas where existing facilities are located is stimulating the need to expand facilities.

Reasons for Expanding Existing Facilities
(Sport Organization Survey)



- **Sport Organizations Perceive Need to Build New Facilities to address Demand and Tournaments** - For the most part, sport organizations stated that new facilities are needed to address increasing demand for sport and support tournament play.



- **Observable Gaps for New Facilities** - Using data from maps produced to identify locations of facilities, observable gaps were identified for aquatic facilities, gymnasias, ice arenas, indoor field facilities, multi-purpose facilities and outdoor racquet facilities, primarily in new communities (see Appendix M).

Sport organizations suggested a variety of facilities were needed in the city to address the needs of sport. A summary of these suggestions are presented on the next page. Further suggestions from the general public are presented on the subsequent page.

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A 10 Year Strategic Plan for Sport Facility Development and Enhancement

Summary of Sport Organizations' Suggestions for Facility Needs in Calgary		
Facility Type	Functional Space Needs	Other
Aquatic - Diving Tanks (indoor)	<ul style="list-style-type: none"> ▪ Additional complement boards for diving beyond one facility (1m, 3m, 7.5m and 10m) ▪ Incorporate 1m and 3 m boards in flat water pools 	
Aquatic - Flat water pools (indoor)	<ul style="list-style-type: none"> ▪ Additional 50 m pools (one in north and one in south) ▪ Additional 25 m pools (one in north and one in south) ▪ An outdoor sport swimming pool 	<ul style="list-style-type: none"> ▪ Viewing areas for crowds and competitions
Bowling facilities - Pin bowling (indoor)	<ul style="list-style-type: none"> ▪ A facility with more lanes to host events ▪ Another facility in north and another facility in south 	
Curling rinks (indoor)	<ul style="list-style-type: none"> ▪ Another facility in north and another facility in south 	<ul style="list-style-type: none"> ▪ Upgrades to viewing areas and lounge, kitchen facilities, washrooms
Gymnasia (indoor)	<ul style="list-style-type: none"> ▪ Gymnasia throughout the city ▪ 5 to 10 gymnasia in south ▪ (10 years - stadium with 5000 seat capacity) 	
Ice arenas (indoor)	<ul style="list-style-type: none"> ▪ 10 to 20 more ice sheets ▪ Dry pads with boards in every quadrant ▪ Facilities dedicated to lacrosse ▪ 4 dry pads dedicated to ball hockey in five years growing to 8 in 10 years ▪ More arenas in the south ▪ 10 years - another 4 plex of ice (2 8 plexes) 	<ul style="list-style-type: none"> ▪ Larger dressing rooms
Fields - Indoor diamonds (indoor)	<ul style="list-style-type: none"> ▪ Indoor training facilities (batting cages) ▪ An indoor diamond facility 	
Fields - Rectangular/open space (indoor)	<ul style="list-style-type: none"> ▪ More fields at existing facilities ▪ Multi-field facilities located in all four quadrants of City ▪ More indoor fields in south ▪ More boardless indoor facilities 	
Fields - Indoor track	<ul style="list-style-type: none"> ▪ Improve Foothills and Glenmore to international standards ▪ An indoor running track and training facility ▪ One track in north and another in south ▪ One in each quadrant of city 	
Racquet facilities (indoor)	<ul style="list-style-type: none"> ▪ A dedicated court facility in Calgary for all court sports ▪ Squash courts in all areas of city ▪ A dedicated badminton facility with 6 to 10 courts ▪ More indoor tennis facilities ▪ One table tennis facility in south 	
Cycling BMX (outdoor)	<ul style="list-style-type: none"> ▪ An indoor racing and training facility 	
Cycling - Velodrome	<ul style="list-style-type: none"> ▪ Indoor velodrome - 250 metres wood surface 	
Fields - Diamonds (outdoor)	<ul style="list-style-type: none"> ▪ Longer outfields ▪ Smaller fields ▪ Proper softball facilities in east, south and north areas ▪ More Class A fields in multi-field location 	<ul style="list-style-type: none"> ▪ Lights, larger fences, bathrooms, equipment storage, dog runs, playgrounds, etc.
Fields - Oval (outdoor)	<ul style="list-style-type: none"> ▪ 4 to 6 ovals with supporting clubhouses ▪ Additional fields - Inland park and Riley park 	
Fields - Rectangular fields (outdoor)	<ul style="list-style-type: none"> ▪ 4 more athletic parks like Glenmore and Shouldice ▪ 5 more football fields ▪ A mix of micro, minor and major fields ▪ Additional fields generally ▪ More Class A and B fields ▪ 2 to 3 major soccer pitches and 7 to 8 minor soccer pitches in north central area ▪ More rugby fields ▪ Multi-use outdoors spaces 	
Skiing facilities - Nordic track (outdoor)	<ul style="list-style-type: none"> ▪ Expand COP - 7.5 km ski trail with biathlon range - snow making capabilities and lighting for night use 	

General Public Perceptions of Facility Needs in Calgary

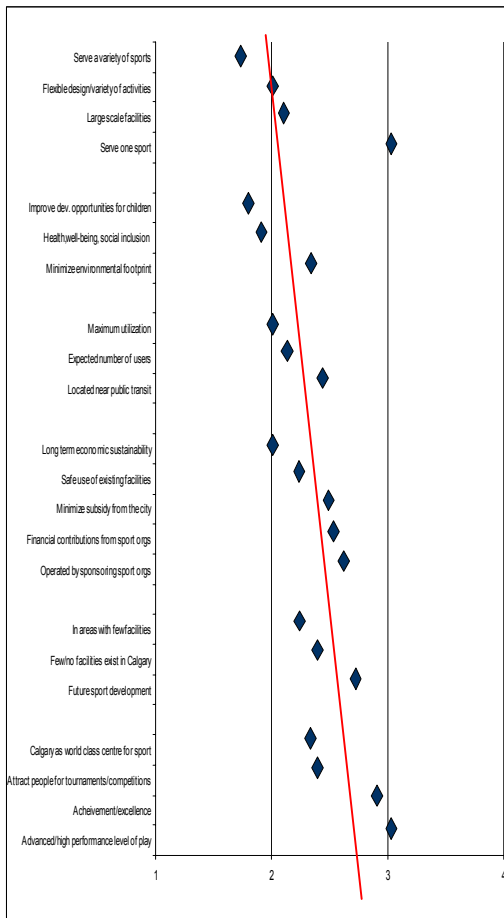
All Respondents			
Facility Categories	% of Responses (n=1,184)	Amenities	% of Responses (n=1,184)
Multi-amenity facilities	27	Multi-purpose facilities	24
		Leisure centres	3
Ice arenas/rinks	23	Indoor arenas	14
		Ice arenas/rinks (unspecified)	8
		Outdoor rinks	1
Rectangular fields	20	Indoor soccer fields	9
		Outdoor soccer fields	5
		Soccer (unspecified)	4
		Football fields	1
		Lacrosse fields	<1
		Rugby fields	<1
Aquatic	8	Swimming pools (unspecified)	5
		Indoor swimming pools	3
		Other	<1
Gymnasiums	4	Gymnasiums	4
Racquet facilities	3	Indoor tennis facilities	1
		Tennis facilities (unspecified)	1
		Other	1
Diamond fields	2	Baseball (unspecified)	2
		Other	<1
Athletic fields	<1	Athletic - Track and field facilities	<1
Curling rinks	<1	Curling rinks	<1
Gymnastics facilities	<1	Gymnastics facilities	<1
Facilities for disadvantaged	<1	Physically disabled/low income	<1
Facilities for kids/youth	<1	Facilities for kids/youth	<1
Ski/sled facilities	<1	Ski/Sled facilities	<1
Other	6	Other	6
Total	100	Total	100

At Least One Member of Household Participates in Sports			
Facility Categories	% of Responses (n=607)	Amenities	% of Responses (n=607)
Multi-amenities facilities	31	Multipurpose facilities	27
		Leisure centre	4
Ice arenas/ rinks	24	Indoor arena	14
		Ice arenas/rinks (unspecified)	8
		Outdoor rinks	2
Rectangular sport fields	18	Indoor soccer fields	9
		Outdoor soccer fields	4
		Soccer (unspecified)	3
		Football fields	1
		Lacrosse fields	<1
		Rugby fields	<1
Aquatic	7	Swimming pools (unspecified)	4
		Indoor swimming pools	3
		Other	<1
Gymnasium	4	Gymnasiums	4
Racquet facilities	3	Indoor tennis facilities	1
		Tennis facilities (unspecified)	<1
		Other	1
Diamond sport fields	2	Baseball unspecified	1
		Other	1
Athletic fields	2	Athletic - Track and field facilities	2
Ski/sled facilities	<1	Ski/sled facilities	<1
Facilities for kids/youth	<1	Facilities for kids/youth	<1
Facilities for disadvantaged	<1	Facilities for disabled/low income	<1
Other	6	Other	6
Total	100	Total	100

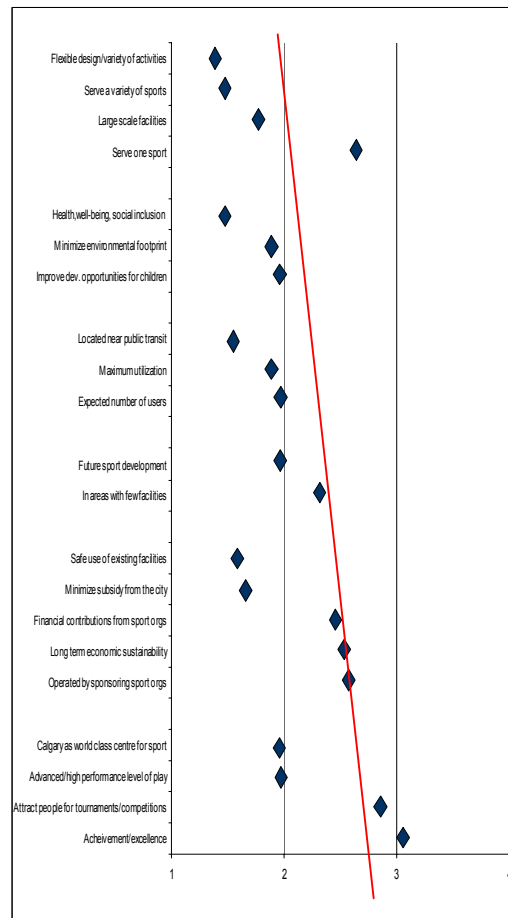
- **Establishing Facility Development Criteria** - In initial meetings with sport organizations, ideas were proposed for establishing criteria for identifying priorities for facilities. These 22 ideas were tested with sport organizations, the general public and facilities operators in the surveys with these stakeholder groups. Using statistical analysis (factor analysis), the ideas were categorized into six facility development criteria, which are presented below.
 - **Adaptable Design**
 - Developing adaptable spaces to address various sport and future opportunities
 - Serving the functional needs of numerous sport activities at one location
 - **Community Wellness**
 - Benefiting the health, well-being and social development of the community (particularly children and youth)
 - Contributing to the urban design of the community
 - **Accessibility**
 - Maximizing utilization of spaces
 - Considering number of users
 - **Sustainability**
 - Ensuring economic sustainability of facilities
 - Planning for lifecycle and maintenance of facilities
 - **Availability**
 - Distributing facilities effectively throughout the city
 - Ensuring new sport opportunities are accommodated
 - **Activity Coverage**
 - Supporting all performance levels of play and tournaments
 - Contributing to the excellence for sport organizations and the city

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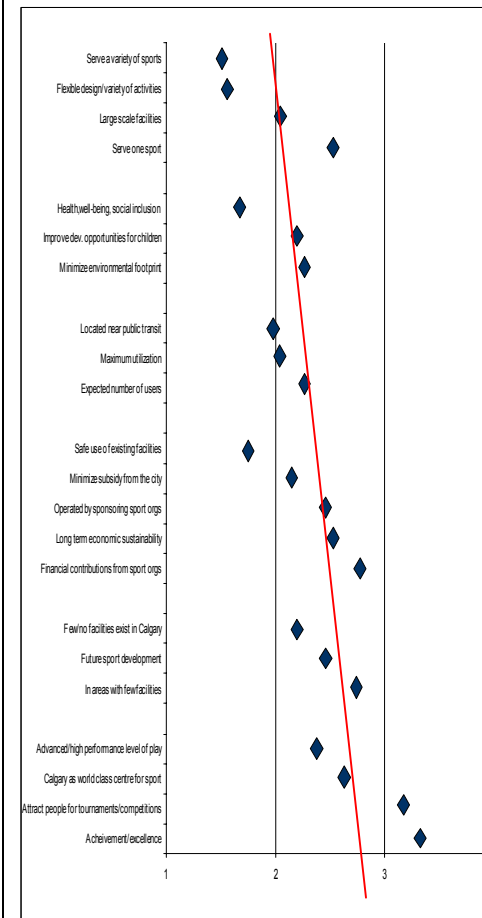
Sport Organizations



**Response to Facility Development Criteria
General Public**



Facility Operators



APPENDIX F

Definition of Amateur Sport

The following definition was developed by the Steering Committee to assist in the engagement process of the Sport Needs and Preferences Study.

Other definitions that are currently in use (e.g. Sport Canada) were researched to help develop the various aspects of the definition that is presented below.

- Amateur sport involves participants who execute skills that require practice and preparation; it involves competition with other participants, oneself, or nature; and it occurs in a structured environment (this definition of sport focuses on all aspects of amateur sport from grass roots to elite).
- Additional requirements or specifications:
 - The sport is organized to address general principles of long term participant/athlete development and coaching systems. This specification includes extracurricular sport activities in secondary and post secondary educational institutions and sport development organizations that provide coaching and development services to amateur athletes.
 - Introductory course providers that provide developmental instruction or coaching intended to prepare participants to enter structured competitive environments will be included. Course providers that introduce participants to an activity with no intent to prepare them for structured competitive environments will not be included.
 - Sport is not age specific and involves children, youth, adults and seniors.
 - Sport in which the performance of a motorized vehicle is the primary determinant of the outcome of the competition (e.g. racing of automobiles, motorcycles, power boats, aircraft, snow machines, etc.) are not included.
 - Games of skill such as billiards, board games (chess, bridge, scrabble), and electronic games. (In other words, sport needs to have physical activity that requires specialized neuromuscular skills such as speed, strength, stamina, flexibility, balance, precision and coordination) are not included.
 - The professional or commercial components of sport, owned and/or operated outside the jurisdiction of the sport's recognized National or International Sport Federation by private enterprises, promoters, major professional leagues, franchises or other professional associations are not included.

APPENDIX G

Summary of Findings from Comparative Municipality Interviews

Municipalities have been challenged to ensure that new and existing sport facilities are responsive to changing demographics, and evolving and diverse sport needs. Comparative cities have identified that the issues related to sport facility development will be addressed by:

- Reviewing and defining the role of the city in sport facility development
- Exploring public and private partnerships to enhance limited tax dollars
- Ensuring accessibility by sport groups to existing and new facilities
- Using the principles of supply and demand
- Considering multi-sport and adaptable design

Saskatoon, Edmonton, Toronto, Richmond and Salt Lake City were interviewed and the following practices were identified:

The following information represents responses provided by representatives in the interview process. Each item typically reflects a response provided by one municipal representative to the issue that is explored.

Planning/Development Processes

- Subsidies are provided to sport organizations to reduce the facility rental costs for introductory or high performance youth athletes whether or not the group uses a civic facility
- A process was implemented whereby the City acts as the facilitator but the sport organizations decide what should be upgraded and what new facilities should be developed
- For new facility development, sport organizations must submit a comprehensive business plan including operating plans and costs before the project will be evaluated
- A priority process has been established to identify the top facility needs
- The development of highly specialized facilities and amenities that are beyond base level community needs and City budget requires policy that will include appropriate partnership models and access to land
- Current facility use practices are being changed to better reflect long term facility development
- National standards were applied to identify deficiencies in facility development

Sport Facility Development

- Facilities are planned and developed to incorporate multi-sport design principles and direct input from the local organizations
- Regional facilities are built by other organizations when appropriate
- Sport organizations formed an alliance to assist the City in funding the initial capital development of artificial turf fields with user fees applied thereafter
- Most facilities have been developed through partnerships except for lifecycle upgrades.
- Master plan principles of flexible, convertible, multi-purpose facilities are applied to new facility development
- The Municipality's role is geared toward funding, administration and proposal evaluation. Sport organizations have generally taken a greater leadership role

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- Not all sport organizations are able to operate facilities after completion; however they wish to take a bigger role in the design and development phase
- The facility development process will be restructured to be more consistent and predictable with standard tools in place
- The municipality is sometimes involved in providing loan or line of credit to assist sport organizations in facility development
- Tax dollars are leveraged with municipal funding to increase the amount of capital funding available for sport facility development
- A field rental charge of \$1/player was implemented to reduce hoarding by any one group
- Open Space Committees are formed to lobby for the purchase of open space for future sport facilities

Future Trends That Will Affect Sport Facility Development over the Next 10 Years

- The original purpose of some facilities is changing and the municipality must look into new and different markets and innovative re-purposing
- The public expects that new schools should be opened up for community use and a philosophy change for existing school facility use for after school hours.
- More attention will need to be directed toward diverse populations
- Selling municipal bonds to fund sport facilities
- Building adaptable spaces to accommodate various sports
- A need to pay greater attention to the environmental footprint
- Designing field facilities to accommodate artificial turf
- Public and Private Partnerships
- Traditional outdoor sports are requiring indoor facilities for year-round training or competition
- Increased participation in disabled sports requiring modified facilities
- Building running tracks around all gymnasiums
- Designing new facilities with foundations to allow for additional facilities at a later date
- Available land is diminishing or at a premium

Addressing the Challenges of Older Sport Facilities

- Build new facilities that are multi-purpose and more energy-efficient
- Apply effective decision-making process to existing facility lifecycle and re-purposing
- Build twin arenas and re-purpose single arena facilities
- Replace grass fields with artificial turf
- Review current planning and development models to address aging facilities
- Apply a surcharge to sport organizations that re-purpose old facilities to cover the costs if the sport organization is unable to fulfill their agreement obligations.

Partnerships for Development of Sport Facilities

- Create user committees to establish and endorse facility rental rates
- Partner with schools or post-secondary institutions to build joint-use facilities

Schools

- An arrangement has been secured with schools whereby the City books and maintains fields and in lieu of that, community sport organizations are provided with free access to school gyms.
- Negotiating with the University for a public facility that would allow for intercollegiate use on Friday and Saturday nights in exchange for the land
- Re-negotiating joint-use agreement with schools to ensure better access to facilities by sport groups especially on weekends and during the summer

- Schools are being designed to include over-sized gyms and separate entrances to better accommodate sport groups
- Attempting to revert back to the community-school philosophy
- Building relationships with principals to gain better access to school facilities

Facility Evaluation Framework

- The criteria used for facility evaluation includes # of users, capital construction costs, multi-use and operating costs
- The greater the investment by the municipality, the greater their control in facility operations
- Develop a business case to invest in facilities
- Use a market-driven approach for sport facility development
- Refer to the Master Plan when considering new facility development
- Ensure that new facilities meet appropriate sport standards for competition and event hosting
- Lifecycle funds must be addressed in the development stage
- Ensure adequate consideration is given to sustainability of facility

Funding of New Sport Facilities

- The municipality provides the majority of the funding, however sport organizations are contributing depending on their ability to do so
- Sport organizations are using a variety of methods to raise funds including lotteries, tournaments, building funds, alumni, and the corporate sector
- Partner with professional teams to share the capital expense in exchange for facility use
- Bid for sport tourism events as a means of upgrading facilities or building legacy facilities
- To take advantage of current pricing, the county sells bonds to build facilities now, and then relies on future tax revenues to cover the capital expenditure
- There is no expectation for sport organizations to contribute funding to new sport facilities
- Partner with private groups with access for community use
- Facilities are funded through a combination of provincial, municipal and corporate sponsorship

Role of the Municipality in Facility Development

- The municipality and the two school boards will jointly operate and build a multi-purpose facility and two high schools
- For highly-specialized facilities that are beyond base level, the municipality works with a partner to develop the facilities and the city will access the land.
- The municipality will continue to operate and maintain legacy facilities
- The City's role is geared toward funding, administration and proposal evaluation with sport groups taking a greater leadership role
- The municipality is a direct provider, or a facilitator, in new facility development, depending on the facility type. Most facilities however, are operated by the municipality.
- The municipality coordinates, operates and provides service for all county residents.
- The municipality is currently re-thinking its role in facility development to address 'playground to podium' principles

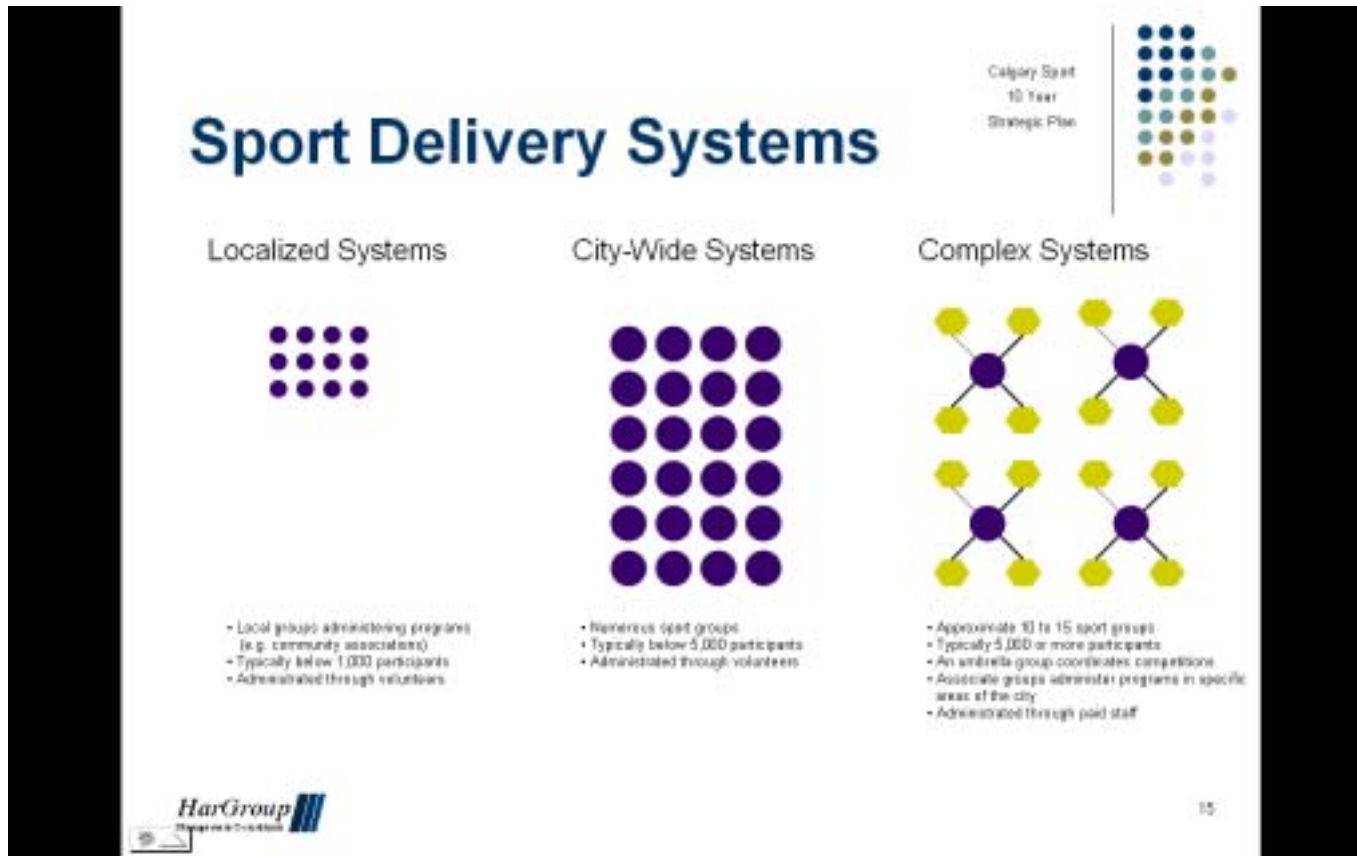
APPENDIX H

Accommodating Growth

Accommodating Population Growth - Existing Service Levels (Between 2006 and 2016, the population forecast for Calgary is 20% increase to 1,223,000)				
Facility Type	Playing Surfaces		Additional Playing Surfaces in Next 10 Years	New Playing Surfaces in Last 10 Year
Aquatic Flat Water	Pools	27	5	
	50 metre	3	1	
	25 metre	26	5	4
Aquatic Dive Tanks	Competitive tanks	1	0	
Bowling lanes - pins	Lanes	256	51	
Boxing Gyms	Gyms	4	1	
Curling rinks	Sheets	70	14	6
Cycling facilities	BMX	1	0	
	Velodrome	1	0	
Golf courses*	Outdoor facilities	21	4	Not available
	Indoor facilities	2	0	
Gymnasia**	Gymnasia	328	66	
	Small <4000 sq ft	157	31	1
	Medium 4000 to 7000 sq ft	159	32	3
	Large >7000 sq ft	54	11	5
Indoor fields**	Indoor fields	38	8	
	Dry pad fields	19	4	4
	Medium turf fields	5	1	4
	Large turf fields	14	3	4
	Diamonds	1	0	
Indoor ice arenas	Ice sheets	55	11	6
	Standard (85'x185')	29	6	1
	NHL (85'x200')	17	3	5
	Olympic (100'x200')	5	1	
	Figure skating	4	1	
Lawn Bowling greens	Greens	36	7	
Multi-purpose rooms	Multi-purpose rooms	316	63	6
	Martial arts facilities	22	4	
Open water			0	
Outdoor fields - diamonds	Diamonds	781	156	Not available
	Outdoor Athletic Park diamonds (A, B & C)	39	8	
	Athletic Park diamonds with lights	2	0	
	Athletic Park diamonds with seating	5	1	
	Outdoor diamonds D&E	742	148	Not available
Outdoor fields - open spaces			0	
Outdoor fields - ovals	Ovals	4	1	2
Outdoor fields - rectangular	Rectangular fields	950	190	Not available
	Athletic fields (A,B, & C)	46	9	3
	Athletic fields with lights	4	1	
	Athletic fields with seating	5	1	
	Rectangular fields D & E	904	181	Not available
Outdoor rinks		66	13	Not available
Racquet facilities	Racquet facilities	449	90	
	Squash courts	85	17	6
	Racquetball courts	19	4	
	Indoor tennis courts	25	5	
	Badminton courts	18	4	1
	Outdoor tennis facilities	123	25	
Shooting/Archery	Outdoor tennis courts	302	60	
	Ranges	6	1	
	Outdoor ranges	3	1	
Ski/sled facilities	Indoor ranges	3	1	
	Facilities	2	0	
Track and field tracks	Tracks (none support competition)	10	2	3
	Indoor track training facilities	5	1	
	Outdoor track (training) facilities	5	1	
	Outdoor track with field capacity	2	0	
	Outdoor track with seating capacity	3	1	

APPENDIX I

Sport Delivery Systems



APPENDIX J

Sport Facility Gap Analysis

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A 10 Year Strategic Plan for Sport Facility Development and Enhancement**

Gap Analysis																			
Facility Type	Participation		Playing Surfaces	Participation by		Team/ Individual	# Teams per Playing Surface	Vol. Per PS(1)	Reg. Cap. (2)	Fac./ Part. (3)	Dist. (4)	Few. Prac. (5)	Few. Com. (6)	Few. Tour. (7)	Time of Day (8)	Times For Age (9)	G.P. Exp. (10)		
				Playing Surface	Individual														
Aquatic Flat Water	3600	4100	Pools	27	133	152	Ind												
			50 metre	3															
			25 metre	26															
Aquatic Dive Tanks	100	150	Competitive tanks	1	100	150	Ind												
Bowling lanes - pins	4500	5500	Lanes	256	18	21	Ind/Team	4	4										
Boxing Gyms	100	200	Gyms	4	25	50	Ind												
Curling rinks	13000	15000	Sheets	70	186	214	Team	46	54										
Cycling facilities	200	400	BMX	1	100	200	Ind												
			Velodrome	1	100	200	Ind												
Golf courses*	21000	23000	Outdoor facilities	21	1000	1095	Ind/Team												
			Indoor facilities	2															
Gymnasia**	75000	82000	Gymnasia	328	229	250	Team	23	25										
			Small <4000 sq ft	157															
			Medium 4000 to 7000 sq ft	159															
			Large >7000 sq ft	54	960	1049	Team	80	87										
Indoor fields**	28000	31000	Indoor fields	38	737	816	Team	41	45										
			Dry pad fields	19															
			Medium turf fields	5															
			Large turf fields	14															
			Diamonds	1															
Indoor ice arenas	57000	63000	Ice sheets	55	1036	1145	Ind/Team	53	59										
			Standard (85'x185')	29															
			NHL (85'x200')	17															
			Olympic (100'x200')	5															
			Figure skating	4															
Lawn Bowling greens	500	600	Greens	36	14	17	Ind/Team	7	8										
Multi-purpose rooms	3000	3500	Multi-purpose rooms	316	9	11	Ind												
			Martial arts facilities	22															
Open water	800	900																	
Outdoor fields - diamonds	28000	31000	Diamonds	351	80	88	Team	7	7										
			Outdoor Athletic Park diamonds (A, B & C)	39	431	477	Team	36	40										
			Athletic Park diamonds with lights or seating	5															
			Outdoor diamonds D&E	742															
Outdoor diamonds D	312	90	99	Team	7	8													
Outdoor fields - open spaces	10000	11000																	
Outdoor fields - ovals	1700	1900	Ovals	4	425	475	Team	39	43										
Outdoor fields - rectangular	66000	73000	Rectangular fields	950	69	69	Team	4	4										
			Athletic fields (A,B, & C)	46	934	1034	Team	52	57										
			Athletic fields with lights or seats	5															
			Rectangular fields D & E	904															
			Minor and Mini fields	563															
Rectangular D fields	341	194	214	Team	11	12													
Outdoor rinks			Outdoor rinks	66															
Racquet facilities	5700	6300	Racquet facilities	449	13	14	Ind/Team	6	7										
			Squash courts	85															
			Racquetball courts	19															
			Indoor tennis courts	25															
			Badminton courts	18															
			Outdoor tennis facilities	123															
Outdoor tennis courts	302																		
Shooting/Archery	800	900	Ranges	6	133	150	Ind												
			Outdoor ranges	3															
			Indoor ranges	3															
Ski/sled facilities	1000	1100	Facilities	2	500	550	Ind												
Track and field tracks	5000	6000	Tracks (none support competition)	10	500	600	Ind												
			Indoor track training facilities	5															
			Outdoor track (training) facilities	5															
			Outdoor track with field capacity	2															
			Outdoor track with seating capacity	3															

■ Denotes deficit marker *Does not include all golf courses in the city. **A significant portion of participants are included in gymnasiums as the sport is played in a gymnasium, however it is a field sport.
 (1) Volume per playing surface FOR ITEMS 2 THROUGH 10, STATISTICALLY SIGNIFICANT DIFFERENCES FROM OTHER FACILITY TYPES (2) Implemented a registration cap (3) Over the past three years, the lack of facilities in Calgary has limited your sport organization's ability to increase participation (4) Over the past three years, participants have been leaving your sport because they have to travel too far to use facilities (5) Over the past three years, your organization has scheduled fewer practices (training) during the primary season in order to accommodate more participants (6) Over the past three years, your organization has scheduled fewer competitions (games) during the primary season in order to accommodate more participants (7) Over the past three years, your organization has organized fewer tournaments because time available at facilities can only support competitions (games) and/or practices (training) (8) Over the past three years, participants have been leaving your sport because the only times available at facilities to have competitions or practices are too late or too early for them (9) The appropriateness of times that are available at facilities for the age groups that your sport organization serves (10) General public perceptions of facility needs

APPENDIX K

Analysis of CPRIIP Criteria to Facility Development Principles

Facility Development Planning		
CPRIIPS	Sport Issues	
	Current Inclusion	Possible Additions
Project Type: (score 10 to 30) <ul style="list-style-type: none"> ▪ Maintenance/Upgrade ▪ Growth ▪ Service Change 		
Project Risk: (score 0 to 350) <ul style="list-style-type: none"> ▪ Urgent Risk ▪ Public Health, Safety and Security ▪ External Influences ▪ Timeliness/Opportunity 		
Triple Bottom Line: (score 0 to 60) <ul style="list-style-type: none"> ▪ Economic ▪ Environmental ▪ Social 	<ul style="list-style-type: none"> ▪ Community Wellness <ul style="list-style-type: none"> ▪ Benefiting health, well-being and social development 	
Smart Growth (score 0 to 60) <ul style="list-style-type: none"> ▪ Sustainable Growth ▪ Reduced Automobile Dependence 	<ul style="list-style-type: none"> ▪ Community Wellness <ul style="list-style-type: none"> ▪ Contributing to urban design (appearance and functionality) of the community ▪ Availability <ul style="list-style-type: none"> ▪ Distributing facilities effectively throughout the city ▪ Ensuring new sport opportunities are accommodated 	
Asset Management: (score 0 to 60) <ul style="list-style-type: none"> ▪ Physical Conditions ▪ Design Capacity ▪ Functionality 	<ul style="list-style-type: none"> ▪ Accessibility <ul style="list-style-type: none"> ▪ Maximizing utilization of spaces 	<ul style="list-style-type: none"> ▪ Flexible Design <ul style="list-style-type: none"> ▪ Flexibility of spaces ▪ Accommodating numerous sport activities ▪ Accessibility <ul style="list-style-type: none"> ▪ Considering number of users ▪ Activity Coverage <ul style="list-style-type: none"> ▪ Supporting all performance levels of play and tournaments ▪ Contributing to the excellence for sport organizations and the city
Cost/Benefit Analysis (score 0 to 60) <ul style="list-style-type: none"> ▪ Payback ▪ Operating Budget Impact ▪ Current Commitment to Project 		<ul style="list-style-type: none"> ▪ Sustainability (partnerships) <ul style="list-style-type: none"> ▪ Ensuring economic sustainability of facilities ▪ Planning for lifecycle and maintenance of facilities
Public Profile (score 0 to 60)		

APPENDIX L

Summary of Sport Facility Inventory

Facility Type											Comments	
Aquatic - Flat Water	Total # of Aquatic facilities	Total # of 50 Meter pools	Total # of 25 Meter pools									<ul style="list-style-type: none"> 3 pools are able to meet standards for provincial competition (Foothills, Mount Royal, Talisman Centre). 4 other pools applied for provincial competition status, but do not meet the full requirements
	27	3	26									
Aquatic-Dive Tanks	Total # of competitive dive tanks	# of 1-metre spring	# of 3-metre spring	# of platforms								
	1	6	2	1 (3, 5, 7, 10)								
Bowling Facilities	total # of indoor bowling facilities	total # of outdoor bowling facilities										<ul style="list-style-type: none"> all but one indoor bowling facility has the capability to host competition for pin bowling, national organization determines national competition venue
	11	6										
Boxing Gyms	Total # of boxing facilities											<ul style="list-style-type: none"> There are no boxing facilities with the ability to host provincial, national or international competition
	4											
Curling Rinks	Total # of curling rinks	# of 6-sheet rinks	# of 8-sheet rinks	# of 10-sheet rinks								
	9	3	4	2								

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Facility Type											Comments	
Cycling Facilities	# of velodrome facilities	# of BMX facilities										• 200 m
	1	1										
Fitness Facilities	# of fitness facilities											• # of fitness facilities identified by sport groups for training purposes
	41											
Golf Courses/ Driving Ranges	total # of outdoor golf facilities	total # of indoor golf facilities	# of 9 hole	# of 18 hole								• 9 outdoor golf courses are private facilities, 9 are semi-private, 4 are public, and 6 are municipal-public
	29	2	13	24								
Gymnasia	Total # of Facilities with Gyms	# of Small gyms < 4000 sq. ft.	# of Medium gyms 4000-7000 sq. ft.	# of Large gyms >7000 sq. ft.	# of large gyms with ceiling height over 30 ft.	# of large gyms with seating capacity over 300 and ceiling height over 30 ft	# of Gymnastics only gyms	# of full caretaking school facilities	# of facility assistant school facilities	# of one caretaker school facilities		• 16% of the large gyms are appropriate for provincial, national and international competition (based on ceiling height and seating capacity) for volleyball, badminton, and rhythmic gymnastics
	328	158	158	56			8	7	153	22	96	
Indoor Field Facilities	total # of indoor rectangular field facilities	# of dry pad indoor fields	# of medium turf indoor fields	# of large turf indoor fields	total # of indoor diamonds							
	21	19	5	14	0							
Indoor/Outdoor Ice	Total # of indoor ice facilities	Total # of ice sheets	Total # of Standard (85' x 185')	Total # of NHL (85' x 200')	Total # of Olympic (100' x 200')	Total # of figure skating	Total # of outdoor ice rinks					• 50 % of the NHL-size ice surfaces have the seating capacity to be used for higher-level competition. The other 50% could be used for practice purposes for higher level teams
	43	55	29	17	5	3	66					

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Facility Type											Comments	
Martial Arts Facilities	# of martial arts facilities											▪ martial arts facilities were identified by martial arts groups as training facilities
	22											
Multi-Purpose Rooms	Total # of rooms											▪ The function and size of multi-purpose rooms vary but are usually adequate for training purposes and martial arts
	316											
Outdoor Athletic Park Facilities	total # of outdoor athletic park facilities	total # of outdoor rectangular A, B, C fields	# of outdoor rectangular A, B, C fields with lights	# of outdoor rectangular A, B, C fields with seating capacity	total # of outdoor diamond A, B, C fields	# of outdoor diamond A, B, C fields with lights	# of outdoor diamond A, B, C fields with seating capacity					
	17	52	10	11	39	2	5					
Outdoor Equestrian Facilities	# of Outdoor Equestrian Facilities											▪ For all levels of competition
	1											
Outdoor Playfields	total # of outdoor rectangular D & E fields	total # of outdoor diamond D & E fields	# of D rectangular fields	# of E rectangular fields								▪ All playfields are community-level fields
	661	742	348	313								
Racquet Facilities	total # of indoor facilities	# of squash	# of racquetball	# of indoor tennis	# of badminton	# of outdoor tennis facilities	# of outdoor tennis courts					▪ 1 private indoor tennis facility has the capacity to host all levels of competition (Glencoe) ▪ 1 commercial indoor tennis facility (The Tennis Academy) can host provincial & national
	26	88	18	24	12	123	302					

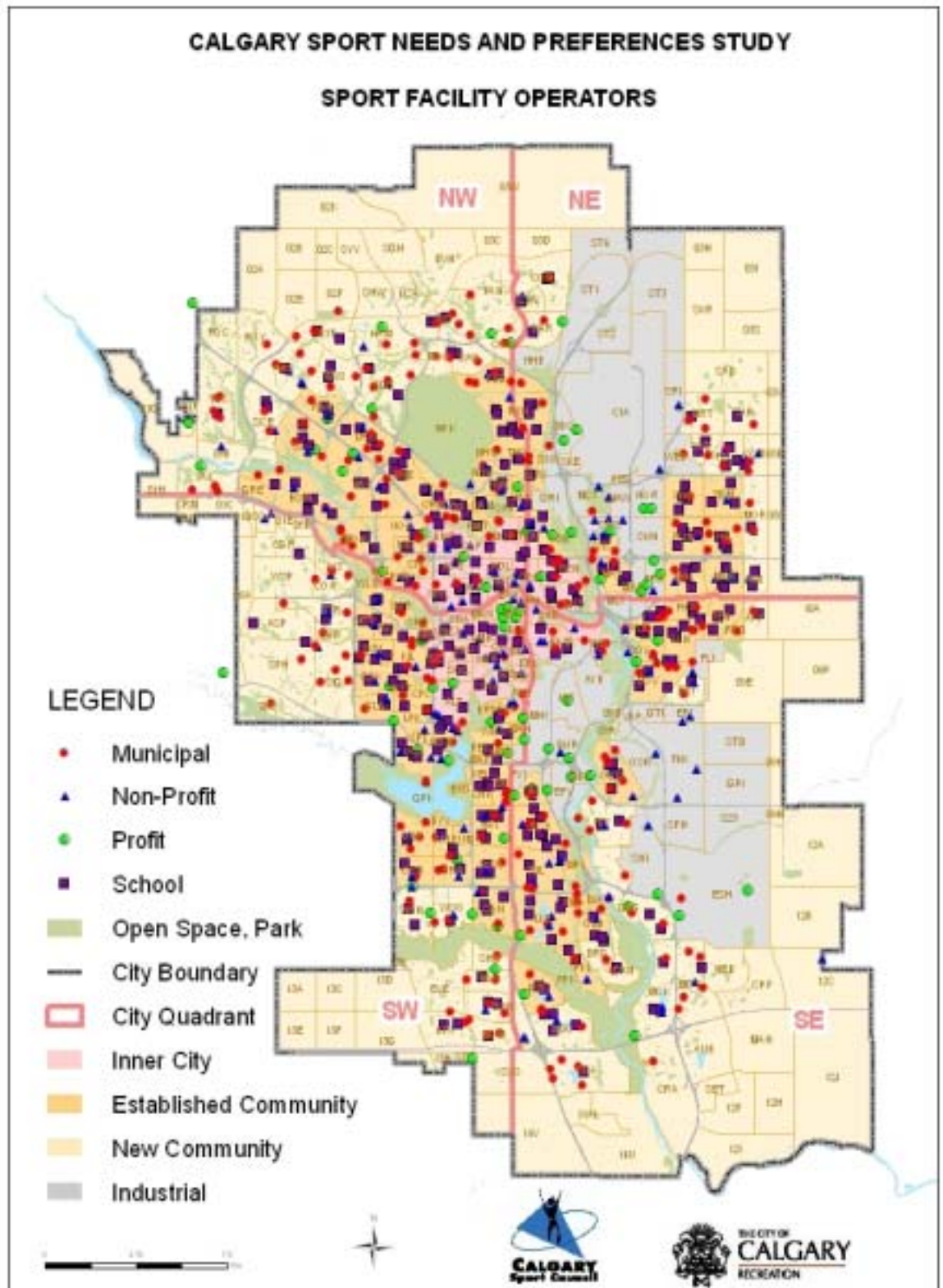
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Facility Type											Comments	
Shooting Ranges	# of outdoor shooting ranges	# of indoor shooting ranges										<ul style="list-style-type: none"> Archery has 1 indoor and one outdoor facility. The remainder are used for shooting competition Both the indoor and outdoor archery facilities are suitable for provincial, national and international
	3	3										
Skiing/Sled Facility	# of skiing/sled facilities											<ul style="list-style-type: none"> Canada Olympic Park has alpine, snowboarding, ski jumping, luge, skeleton, bobsled, and cross-country facilities that are used for training (all skiing/sled sports) and high-level competition (snowboarding, ski jumping, luge, skeleton and bobsled).
	2											
Track facilities	total # of indoor track facilities	total # of outdoor track facilities	outdoor tracks with field capacity	outdoor tracks with seating capacity								<ul style="list-style-type: none"> there are no outdoor tracks that meet competition requirements indoor tracks are used for training purposes only as there are no 400 m, 8-lane indoor tracks
	5	5	2	3								

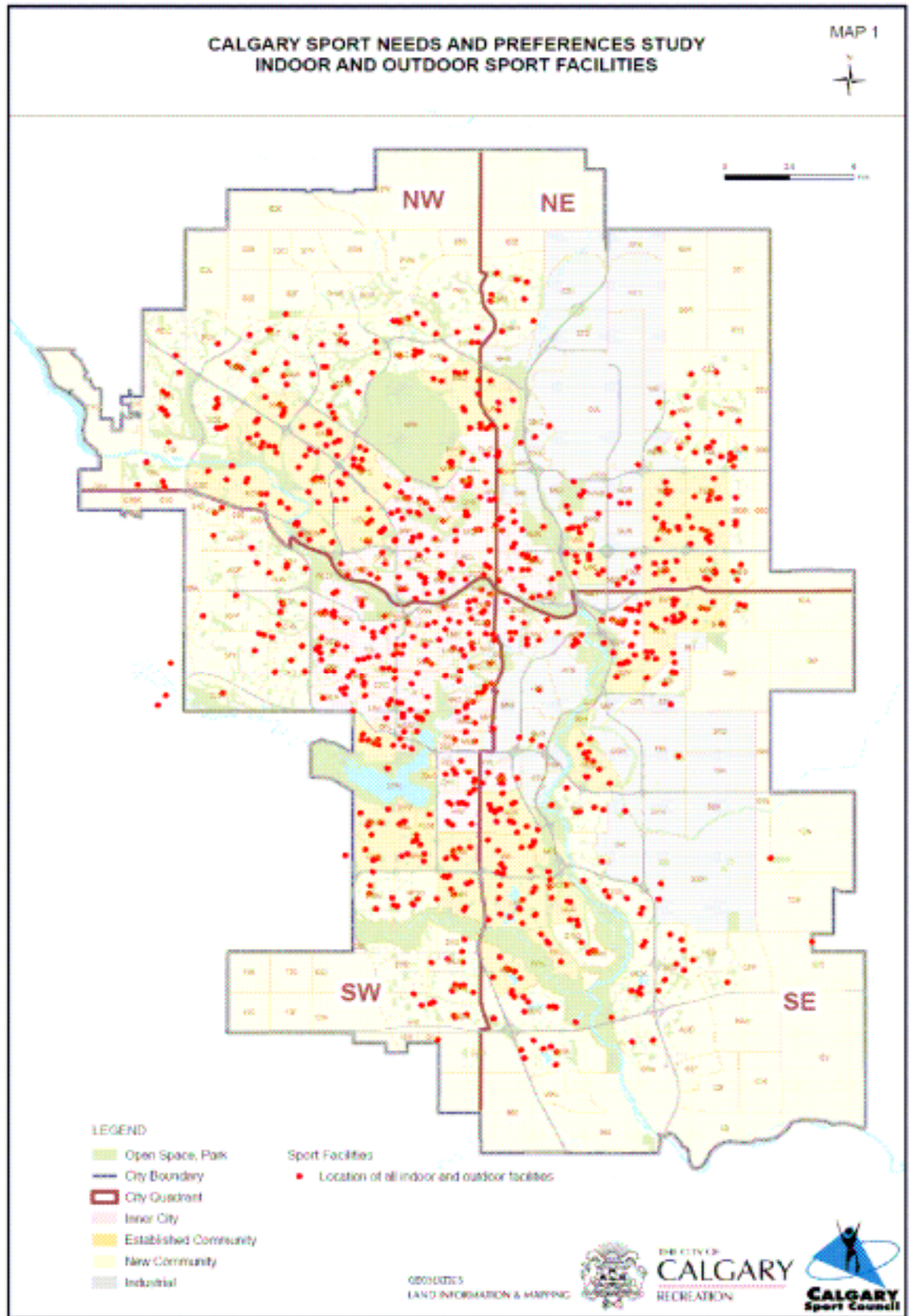
APPENDIX M

Maps of Facility Locations

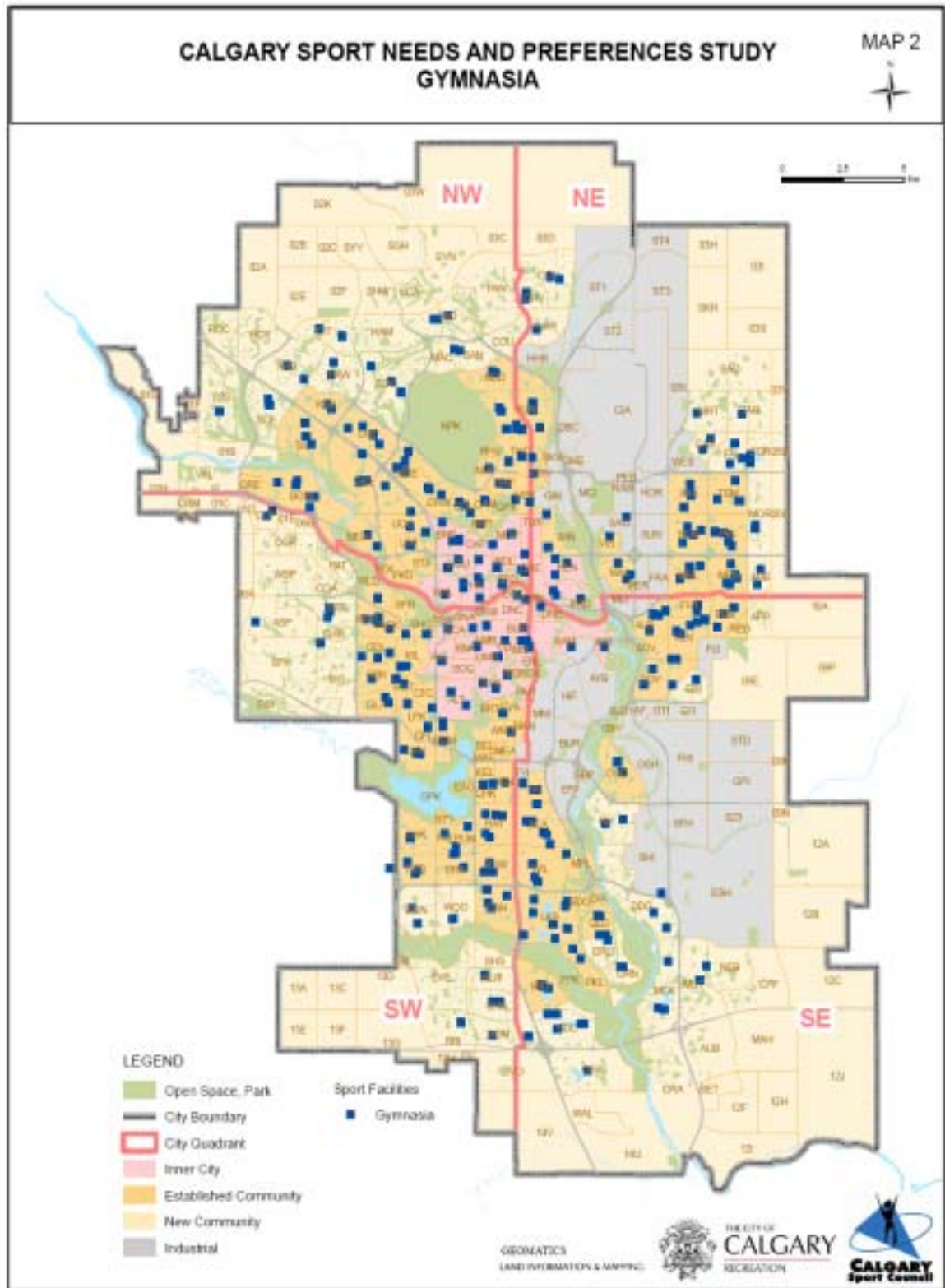
(Indoor and Outdoor Facilities)



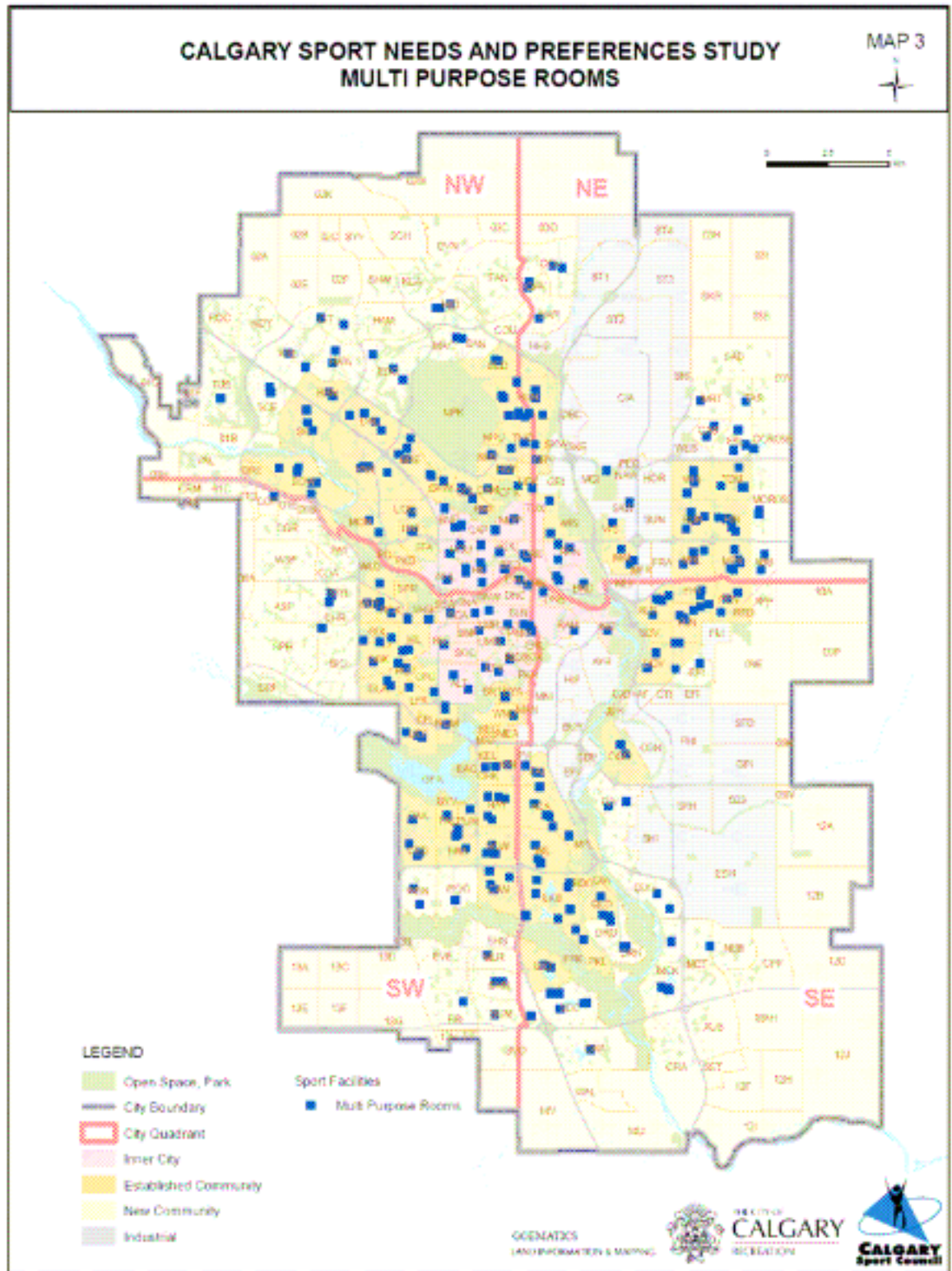
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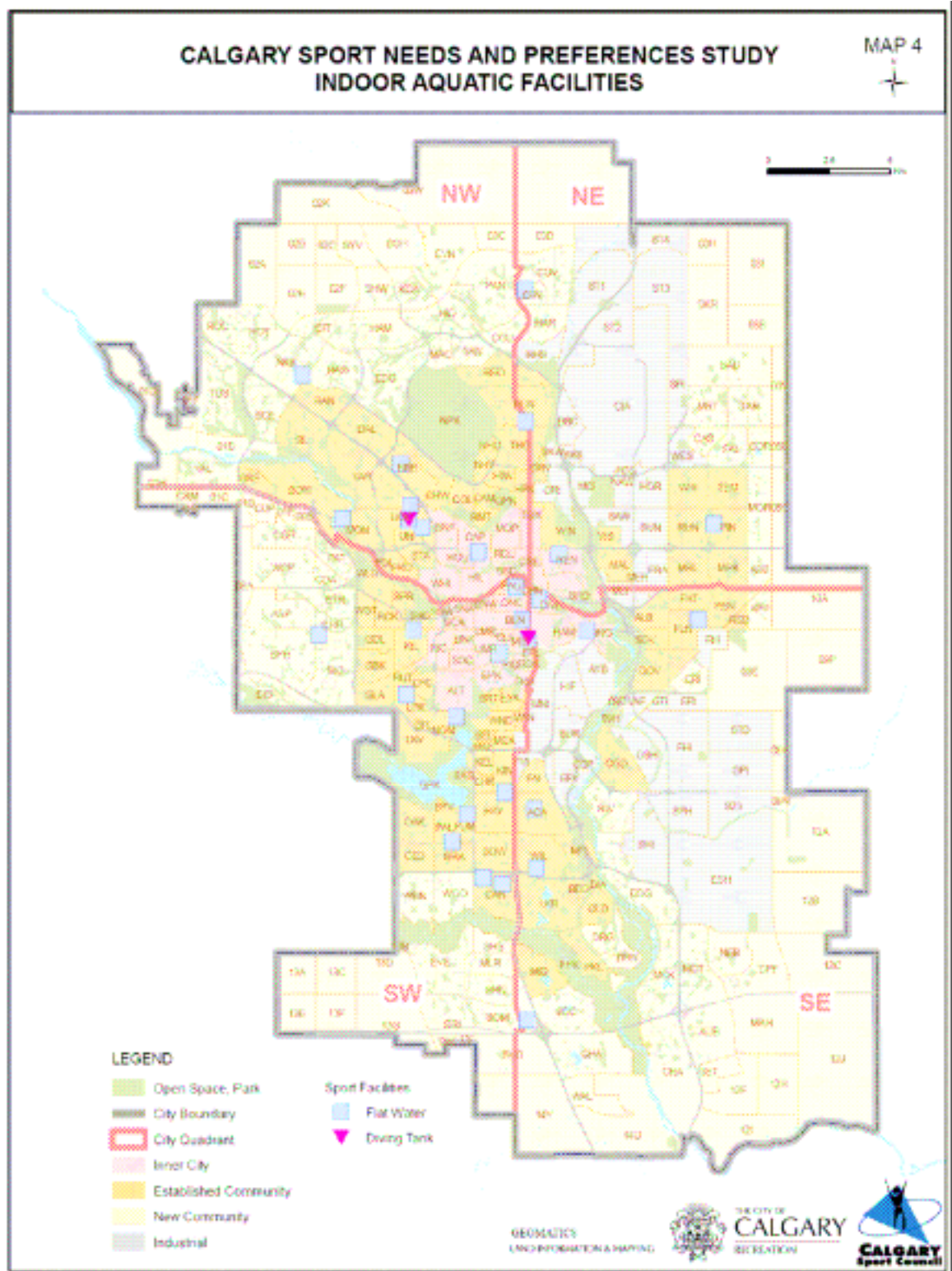
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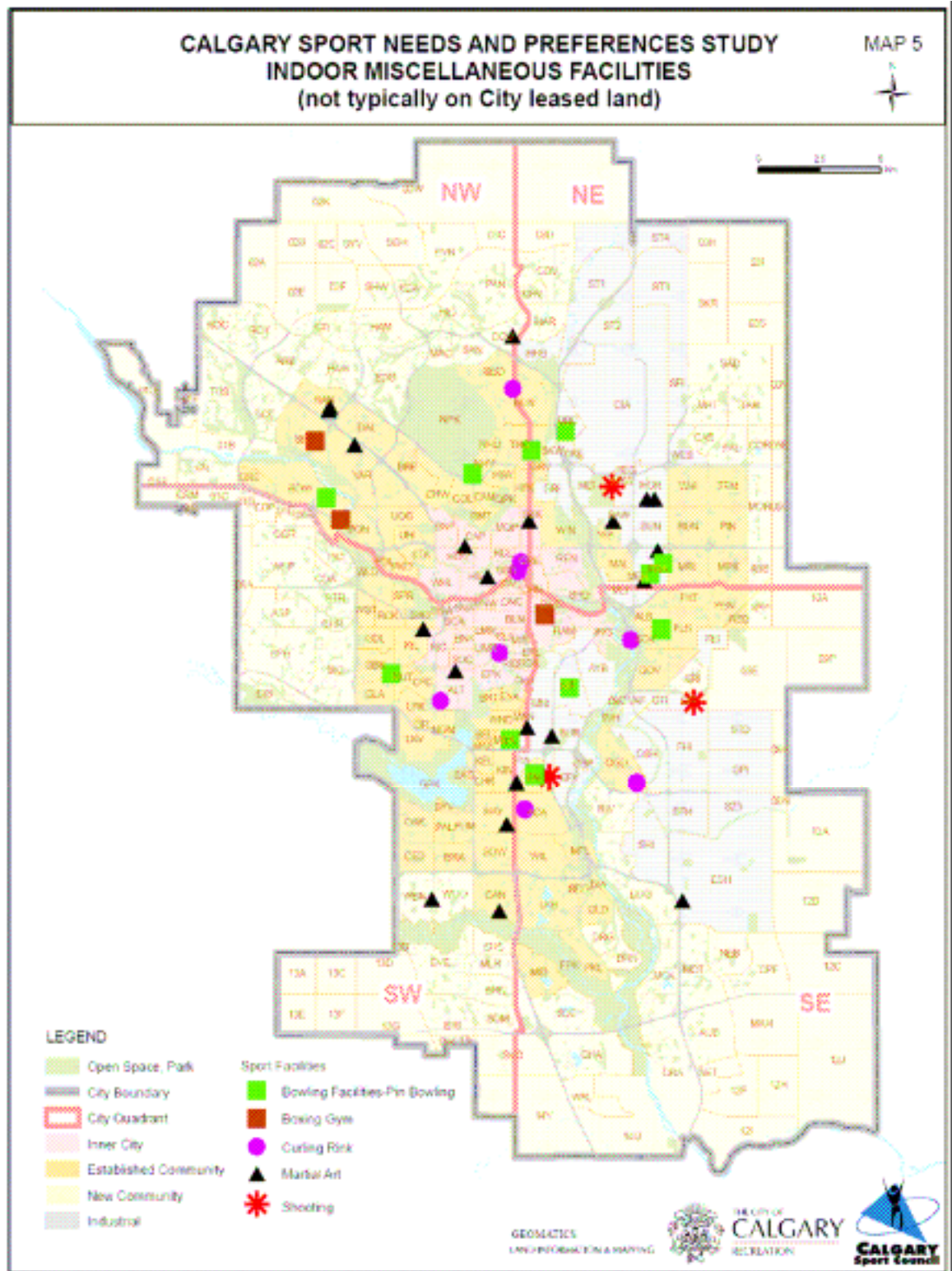
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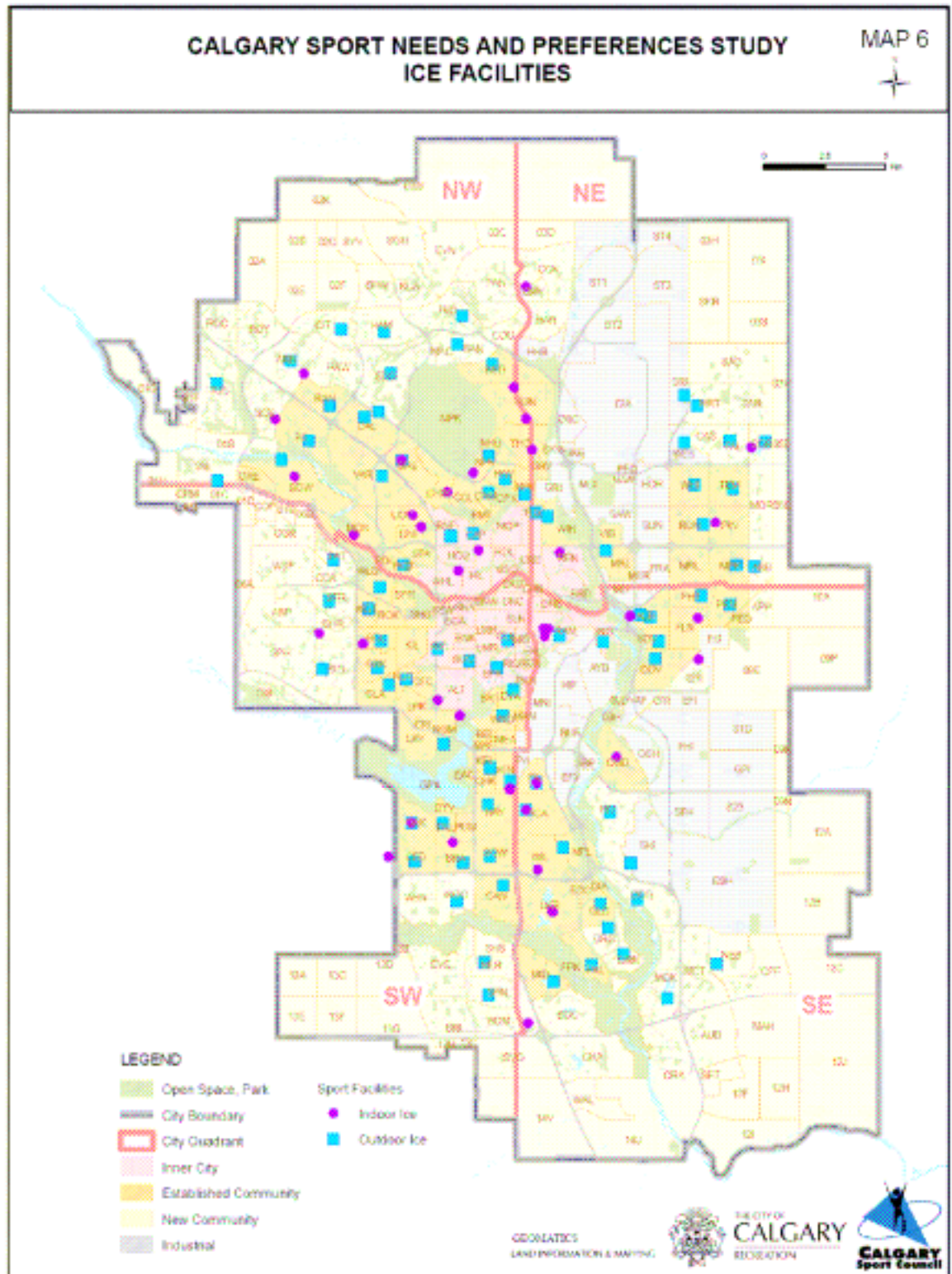
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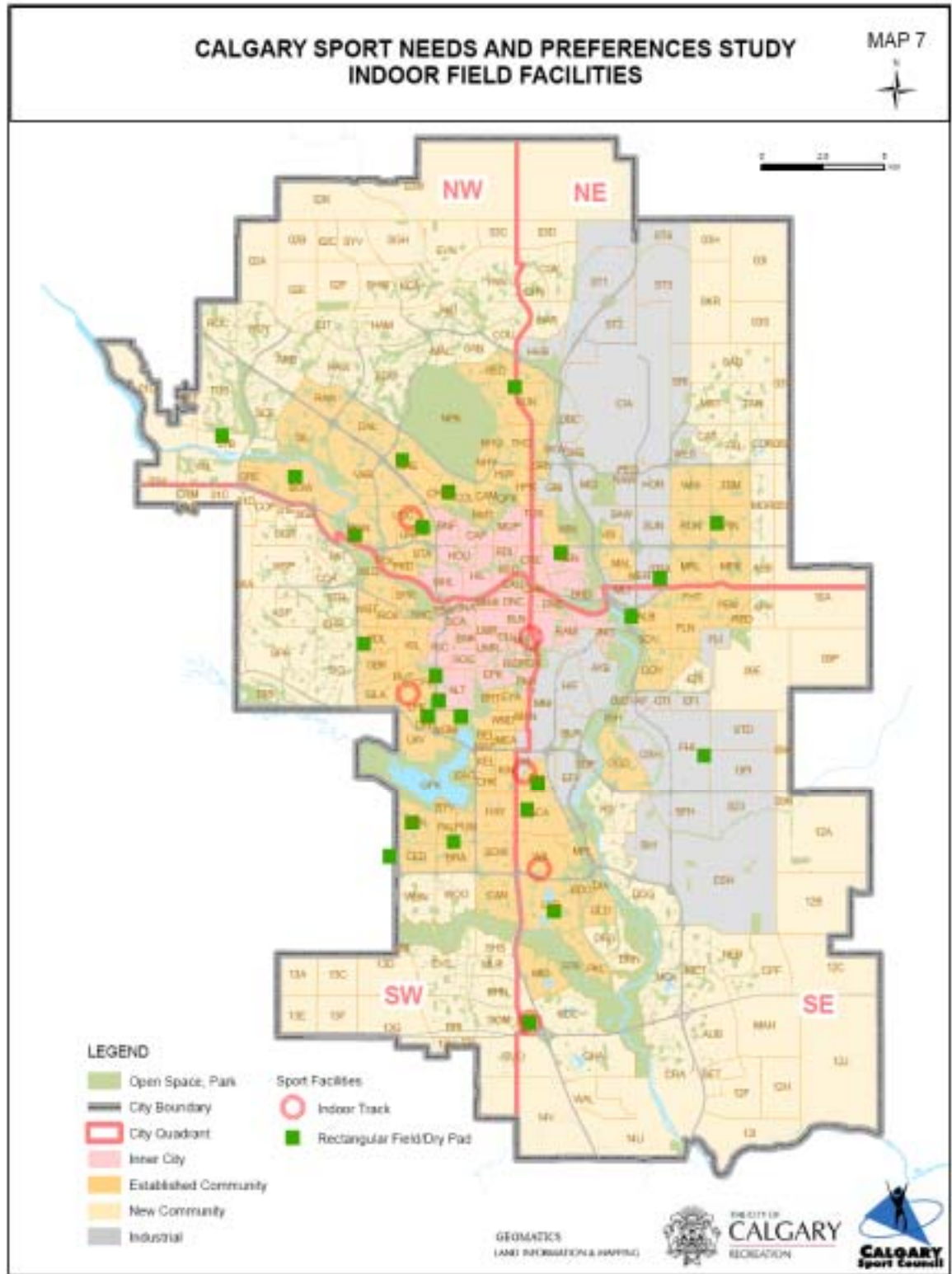
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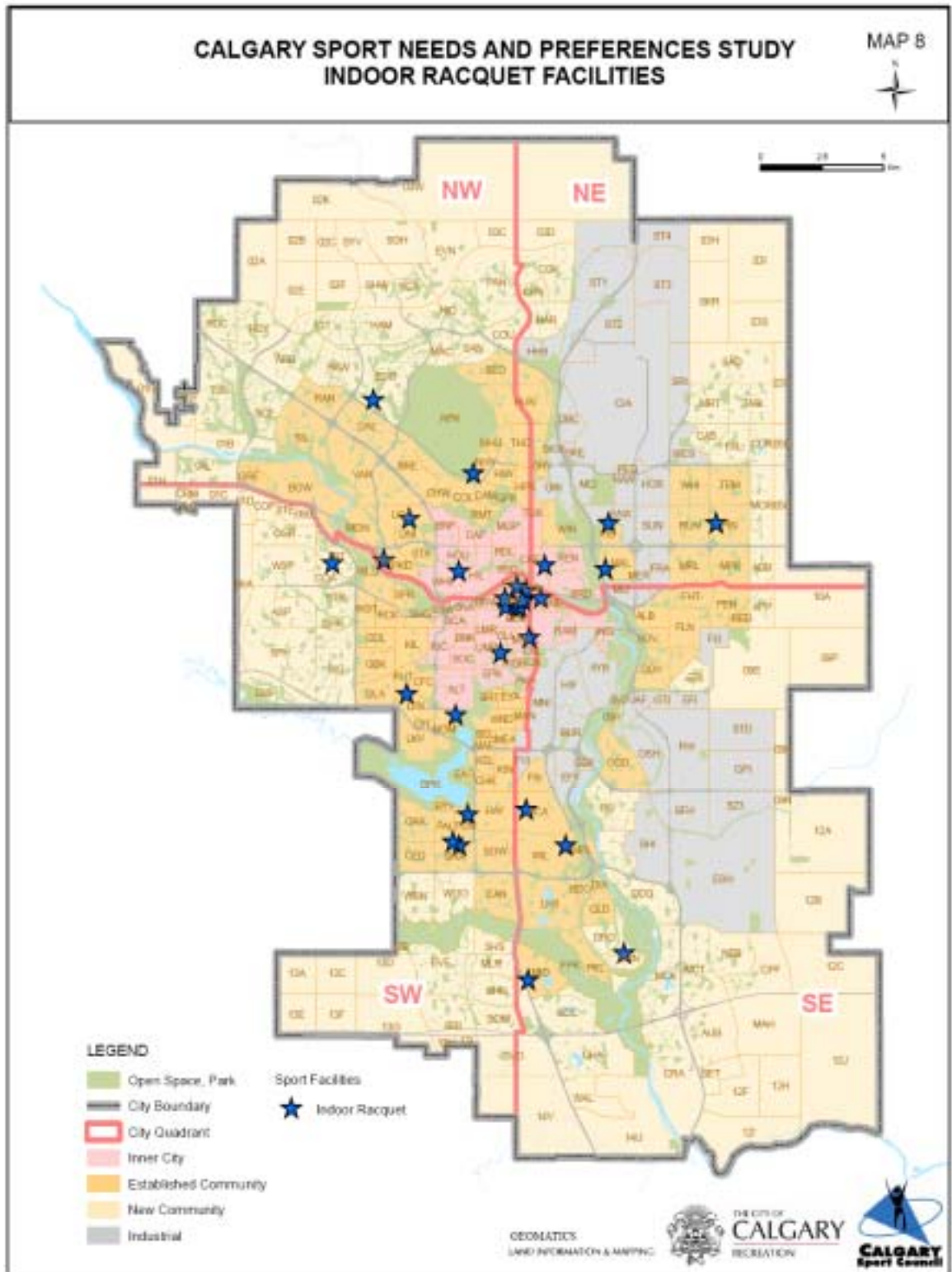
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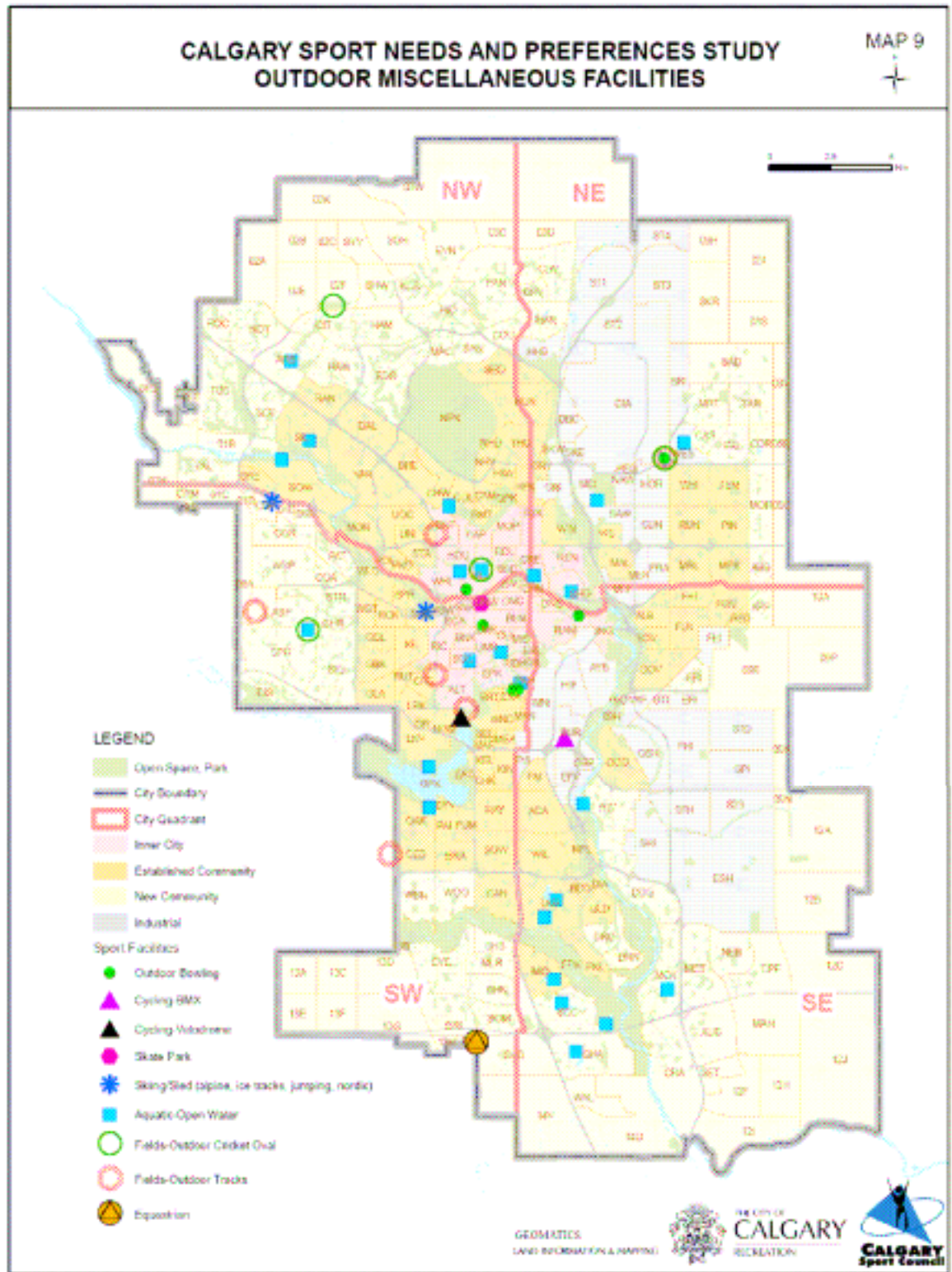
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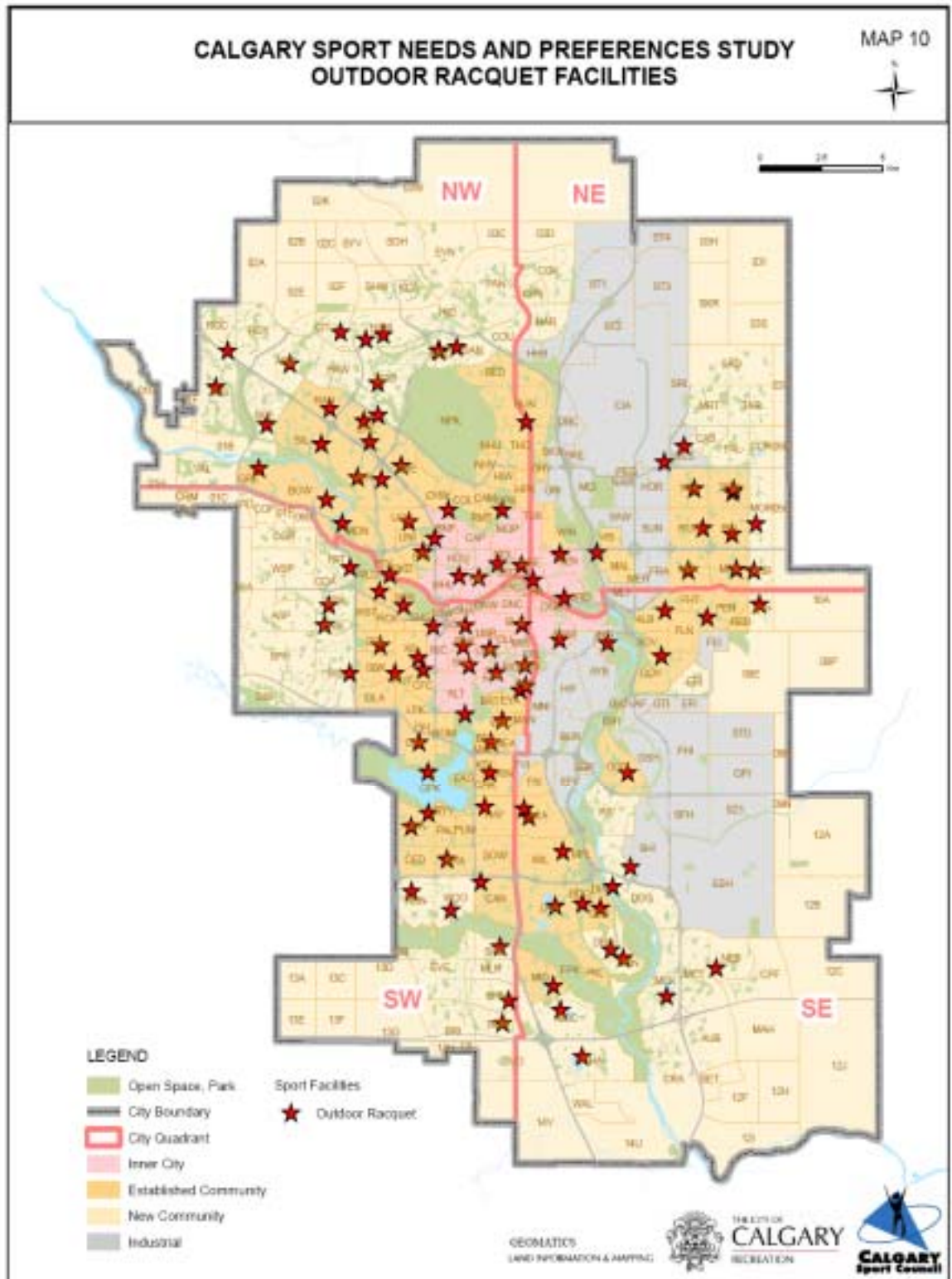
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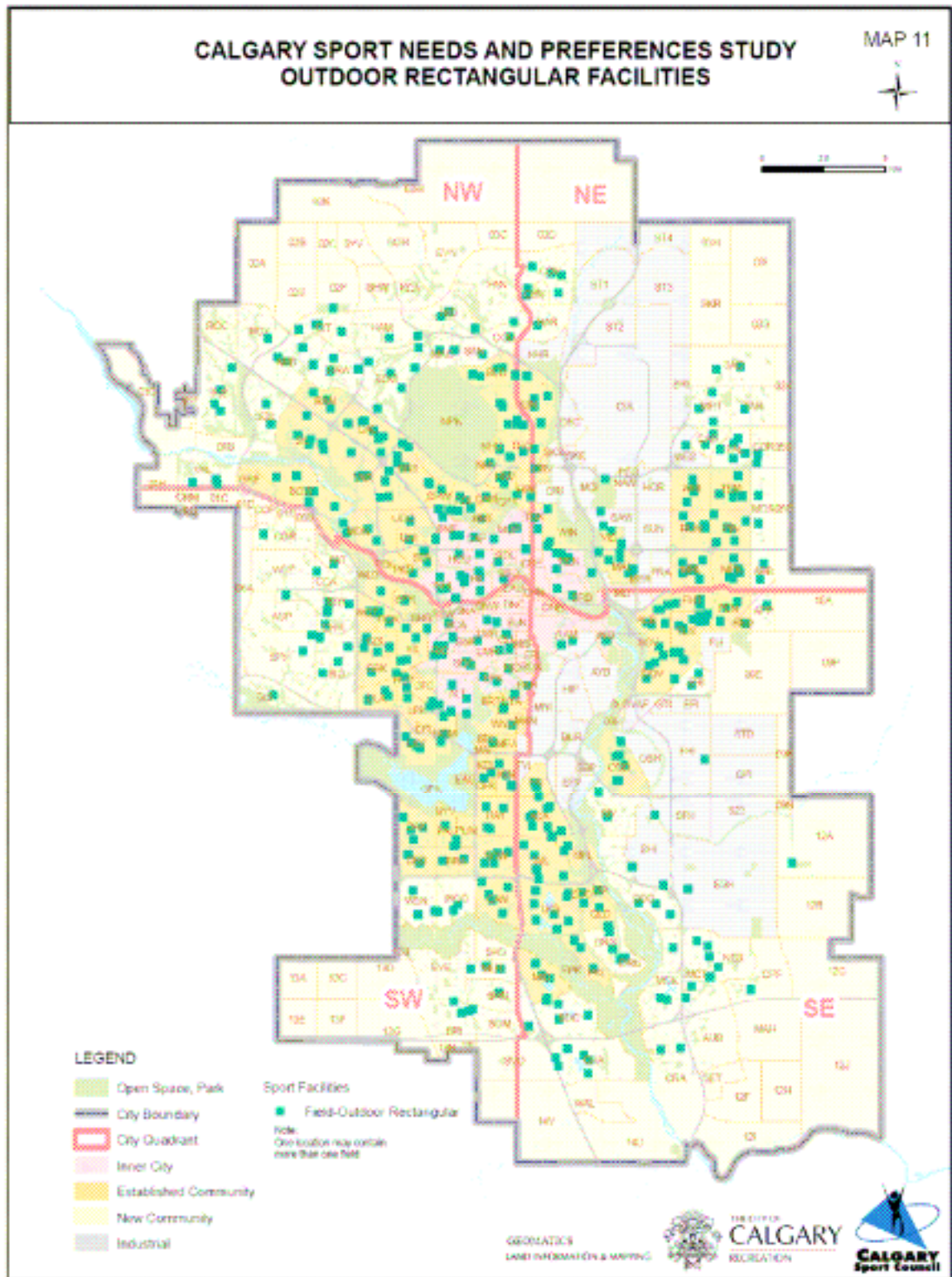
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