

Not only does recreation replenish the body, inspire the mind, and feed the soul, it also enriches families, builds community and defines a city.



Recreation MASTER PLAN

2010-2020

Table of Contents

An Invitation	1	Management Framework	26
Executive Summary	2	Areas of Focus	26
Introduction	4	Developing a Comprehensive Accountability Strategy . . .	31
Platform For Change	6	Moving Forward: Enacting Change	32
Corporate Context	6	Management Frame Goals	33
Calgary's Changing Dynamics	8	Service Delivery	34
The Impact of the Economic Climate	9	A Renewed Commitment to Customer Service	34
Recreation in Calgary: Listening to Citizens	10	Products and Services	35
Moving Forward: Embracing Change	11	Facilities	39
Guiding Framework	12	Partnerships	44
A Cornerstone of Complete Communities	13	Moving Forward: Creating Change	45
Vision	14	Products and Services Goals	46
Mission	16	Facilities Goals	47
Mandate	19	Partnerships Goals	46
Moving Forward: Managing Change	25	Living Change	49
		Glossary	50
		Endnotes	52
		Acknowledgements	54

AN INVITATION

Historically, recreation has been understood simply as those activities we do in our leisure time, whether to get or stay in shape, to relax and unwind, to learn and engage our minds, to express ourselves creatively, or to spend time with family and friends. However, it is becoming clear that recreation is about so much more than the “things we do”. At its core, recreation is a cornerstone, not only of **healthy individuals**, but also of **vibrant and complete communities**.

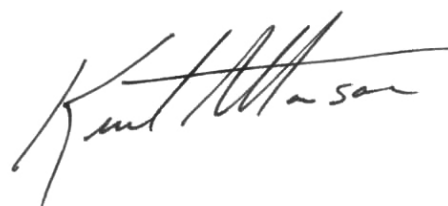
We do not have to look far to see the benefits of recreation. Recreation – **sport, fitness, arts, culture, festivals, events, and leisure activities** – plays a vital role in our lives. The benefits of recreation extend beyond benefiting the body and mind, to help shape and enrich our relationships with the people and places that make up our daily lives. Recreation benefits contribute to the economic prosperity of our world-class city, and foster environmental appreciation and responsibility. Benefits resulting from recreation build and nurture cultural vitality in our city by bringing together diverse interests, experiences and traditions from across the cultural landscape.

For nearly 100 years, The City of Calgary Recreation and citizens of Calgary have recognized the importance of having a range of publicly accessible recreation opportunities available, so all Calgarians and their communities can enjoy the benefits recreation produces. Providing a diverse, affordable and accessible continuum of products, services and facilities helps maximize the social, economic, environmental and cultural value of recreation.

As Calgary continues to grow and change, the needs and expectations of Calgarians also shift. We need to be proactive in understanding and responding to these changes; the risk of not doing so is to see the many benefits of recreation go unrealized. That is why The City of Calgary Recreation conducted extensive public consultation and research to create a new 10-year Plan for recreation service provision in Calgary.

The Recreation Master Plan is our commitment to generating public value through recreation, by involving Calgarians in decision-making processes, providing services which enrich citizens’ quality of life, and evolving and improving service delivery to respond to Calgarians’ changing needs. It provides an ambitious framework for guiding the development, delivery and continuous improvement of Recreation’s products, services and facilities.

We invite you to share our vision of **An active, creative and vibrant Calgary** and to learn about the ways that The City of Calgary will deliver on this vision over the next decade.



Kurt Hanson, Director
Recreation
The City of Calgary



EXECUTIVE SUMMARY



The Recreation Master Plan positions Recreation to respond to the diverse needs of an equally diverse population, while continuing to help build a prosperous and vibrant city, today and into the future. It is also an opportunity to firmly declare and demonstrate the public value produced by the products, services and facilities Recreation offers Calgarians every day – through direct delivery and partnerships.

The strategic direction of Recreation over the next 10 years is driven by change. **The Corporate Context**, shaped by a strong organizational culture and key policies including the *imagineCALGARY Plan* and the *Municipal Development Plan*, set the stage for creating this plan, and positions Recreation to deliver exceptional public service. Calgary's **population continues to change**; growing, aging and becoming more diverse, which will impact how recreation is delivered. Together with other factors, including **rising obesity rates**, the **economic climate** and varied recreation **needs and preferences across the city**, the time is right to examine the ways that Recreation plans and delivers products, services and facilities, charting a course for the next 10 years.

The products, services and facilities that Recreation offers, directly and indirectly through numerous partnerships and collaborations, are **cornerstones of complete communities** and offer numerous benefits to both individuals and communities. The benefits extend beyond health to include **cultural vitality, strong social connections, environmental responsibility and economic prosperity**.

Recreation's **vision of An active, creative and vibrant Calgary** describes a city where all residents enjoy the many benefits of recreation, individually and in their communities.

In order to build toward this vision, the **mission of Enriching Calgarians' lives through recreation** directs the planning and delivery of products, services and facilities. It recognizes and embraces the overall role of government echoed by Calgarians, to provide recreation opportunities that **generate public value**. Recreation services are delivered from a public value perspective; by **engaging** Calgarians and partners in

public planning decisions; by **enriching** the lives of Calgarians through products, services and facilities; and by **evolving** service offerings to remain relevant and responsive to changing needs.

Embracing this role and responsibility, Recreation declares its **mandate to Develop and manage a comprehensive recreation service delivery continuum**. Recreation believes that participation in recreation is important throughout an individual's lifespan regardless of ability, and that basic skill development is necessary to encourage and maintain participation throughout life. A continuum of service delivery, including direct provision of products, services and facilities as well as partnerships and collaborations provides the most effective way to leverage expertise, experience and resources to provide Calgarians affordable, accessible and relevant recreation opportunities.

Recreation will adopt a **Recreation for LIFE** service approach to ground the development of a broad continuum of recreation opportunities across the lifespan. This involves developing strategies to create supportive, fun, inclusive environments, develop physical, creative and cultural/social literacies, foster vibrancy, and build individual and community capacity.

The City plays several roles in the development and delivery of new and existing recreation opportunities within Calgary. **Direct delivery** has been, and will continue to be an important focus of recreation service delivery for the next 10 years. In addition, **partnerships and collaborations** are recognized as vital to the development of a broad and responsive recreation service continuum, to a Recreation for LIFE service approach, and to building complete communities.

When a recreation service need or gap is identified, Recreation's role in addressing those needs will be determined through a **Collaborative Service Delivery Model**. This model facilitates opportunities to involve key stakeholders internally and externally across the sectors while leveraging experience, expertise and resources to most effectively meet the needs of Calgarians.

The Recreation Master Plan introduces a Management Framework to incorporate the vision, mission and mandate into the daily work of Recreation. This approach emphasizes three areas of focus to guide decisions: **outcomes-focused planning** to direct service delivery through measurable impacts for communities and citizens; **integrated service delivery** to improve efficiencies and broaden opportunities for enriched recreation offerings; and **sustainable practices** to balance cultural vitality, social equity, environmental responsibility and economic viability. These areas of focus will nourish a vibrant, healthy, safe and caring Calgary.

A commitment to the Management Framework requires that Recreation demonstrates accountability to Council, Calgarians, partners and staff. As part of implementing the Recreation Master Plan, Recreation will develop and institute a comprehensive **Accountability Strategy** to build the research and engagement planning, performance indicators and reporting structures required to thoroughly evaluate Recreation's successes, and to identify and address opportunities for improvement.

Three areas comprise the scope of Recreation's service delivery: **products and services, facilities and partnerships**. A renewed commitment to **customer service** provides the catalyst for implementing this Plan, which involves building on the strengths of each area by identifying goals for the next 10 years. Business and budget planning cycles will reflect the objectives and strategies required to progress toward these goals.

Finally, Recreation recognizes that success in realizing this Plan begins and ends with staff. A strong **organizational culture** that encourages innovation, provides for learning and development and fosters exceptional customer service is the foundation which will enable Calgarians to experience and fully benefit from recreation.

INTRODUCTION

The City of Calgary believes recreation is integral to developing healthy, active, creative and involved citizens and that public recreation services have a significant role to play in the health, livability and vibrancy of communities. Not only does recreation replenish the body, inspire the mind and feed the soul, it also enriches families, builds community and defines a city.

The benefits of recreation are broad, and significantly impact quality of life. As a cornerstone of complete communities, recreation promotes individual and community health across the lifespan, enhances cultural vitality, strengthens social connections, encourages environmental responsibility and contributes to economic prosperity.

It is not surprising then, that public recreation has become a key element in addressing policy objectives related to individual and community health, tourism, education, crime prevention and environmental stewardship. These objectives are reflected in Council policies and priorities, as well as the corporate vision of “Working together to create and sustain a vibrant, healthy, safe and caring community”. Together they confirm the vital role recreation plays in improving Calgarians’ quality of life.

Calgary is listed as one of the top five North American cities in Mercer’s (2009) *Quality of Living* survey,¹ where recreation was considered one of the six most important rating criteria. Likewise, a 2009 study of the most livable cities in the world placed Calgary fifth alongside Perth, Australia.² Access to both cultural and recreation attractions were considered important rating criteria.

Recreation opportunities and the cultural vitality of a city are also important considerations for new immigrants, knowledge workers and retirees in their destination choices. The Conference Board of Canada’s *City Magnets II Report: Benchmarking the Attractiveness of 50 Canadian Cities* (2010) awarded Calgary first place for attracting skilled and creative workers.³

A vibrant city fosters talent, creativity and innovation, which have been identified as top economic drivers for municipalities as they attract innovative and progressive corporations.⁴ In Canada, recreation is now the number one economic activity. One third of Canadians’ time, land investment and consumer spending are tied to recreation activities.⁵ In 2007, almost half of Albertans identified recreation as their top priority, ahead of work.⁶

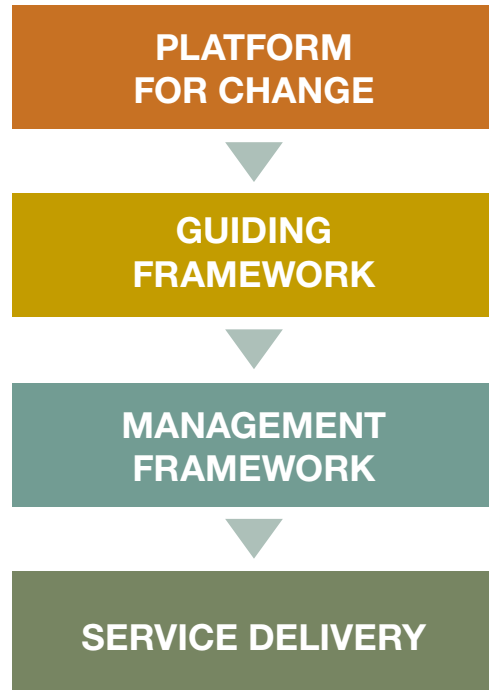


The Calgary Foundation's 2009 *Vital Signs* report stated Calgarians were more optimistic about their city in 2009 than in 2008, despite the economic downturn, stating, "We learned that Calgarians are more positive about the opportunities for life-long learning, the access to sports and recreation services, and the increased presence of arts and culture."⁷ Clearly, recreation plays a significant role in enhancing Calgarians' quality of life and in enriching the city's cultural landscape.

The City of Calgary first began providing recreation opportunities through an official municipal department in 1912, at a time when people were pouring into the city, rapidly transforming Calgary from frontier town to boomtown. In 1912, there were still fewer than 50,000 Calgarians; by 2020, 10 years from now, Calgary will be home to nearly 1.3 million people from all walks of life, who chose this city because of its reputation as a world-class place to live, work and play.

It seems only appropriate that as we look to the future, we bring forward the wealth of knowledge and expertise that has accumulated over the past 100 years and combine it with new, fresh and innovative approaches to municipally-led recreation service delivery. This Recreation Master Plan positions The City of Calgary Recreation business unit (referred to throughout this Plan as Recreation) to respond to the needs of a growing city with a diverse population, and to help foster a city that people are proud to call home.

The Plan is divided into four sections:



PLATFORM FOR CHANGE



The 1988 *Parks & Recreation Policies and Priorities Plan* has remained the foundational guiding document for Recreation over the past 20 years. A great deal of change has taken place in Calgary during that time. Recreation's service mandate has expanded, alongside and in alignment with the development of several new corporate initiatives. The City continues to grow, age and become more diverse. The economic climate in Calgary can be unpredictable as history clearly shows. Finally, the prominence of recreation as part of a healthy active lifestyle, and as part of complete communities continues to increase. Together, this changing landscape affords an opportunity to re-examine the reach and relevance of Recreation, to refocus the way that products, services and facilities are delivered to Calgarians.

Corporate Context

The City's Corporate Vision and Policies

The City's vision of "Working together to create and sustain a vibrant, healthy, safe and caring community", together with Council policies, set the stage for the development of the Recreation Master Plan. The City of Calgary has established a strong organizational culture that defines success as the ability to provide quality public service to Calgarians. It is Recreation's responsibility to deliver the best possible customer service and to be guided by the corporate values as captured through H.E.A.R.T.:

Be **H**onest and tell the truth

Pursue **E**xcellence

Be **A**ccountable

Be **R**esponsive, compassionate and fair

Treat others with respect

Providing effective and efficient public services that are responsive to the needs of Calgarians requires an ongoing pursuit of excellence and innovation. The results of this work are seen in the many Council policies which shape all municipal service delivery in Calgary. In recent years, a number of new policies have been enacted which have provided overarching direction to the development of this Plan. Among them, the *imagineCALGARY Plan* and the *Municipal Development Plan* have been particularly instrumental.

The *imagineCALGARY Plan*

The *imagineCALGARY Plan* is a 100-year plan for creating a sustainable future, with an exceptional quality of life for Calgarians over the next century. Developed with input from more than 18,000 residents, the goals, strategies and targets outlined in this plan represent our vision as Calgarians for the future, in which we are each connected to one another, to our places, to our communities and beyond our boundaries.

The Municipal Development Plan

Developed through the Plan It Calgary process, the *Municipal Development Plan* identifies recreation as playing a key role in:

- building complete, strong and great communities
- adding to the cultural vitality of the city
- sustaining healthy communities by promoting active living
- conserving, protecting and restoring the natural environment
- developing community services and facilities to achieve active and vital neighbourhoods

Other Key Policies/Plans

Other key policies/plans that have guided the Recreation Master Plan include:

- *Calgary Civic Arts Policy*
- *Public Art Policy*
- *Arts Spaces Strategy*
- *Festival and Event Policy*
- *Calgary Civic Sport Policy*
- *10 Year Sport Strategic Plan for Facility Development and Enhancement*
- *Community Services Program Policy*
- *Users Fees & Subsidies Policy*
- *Triple Bottom Line Policy*
- *Fair Calgary Policy*
- *Calgary Corporate Accessibility Policy*
- *The City of Calgary's Environmental Policy*
- *Sustainable Building Policy*



Calgary's Changing Dynamics

The next 10 years will bring some dramatic shifts to Calgary and its population. It is important Recreation monitors and understands the implications of the demographic composition of Calgary communities on how Calgarians experience recreation, and on their needs and preferences. The following represent some of the notable shifts that will have a direct bearing on recreation service delivery over the life of this Plan.

Calgary's Population is Growing, Aging and Becoming More Diverse

Calgary's population is expected to reach almost 1.3 million people by 2020 – an increase of 18 per cent in 10 years. The vast majority of this growth will occur in newer communities on the periphery of the city, while some of the established communities may even experience net population loss as a result of normal community lifecycle patterns.⁸

The greatest population growth will occur in the older age groups – the proportion of adults aged 45 to 64 will reach 28 per cent in the next 25 years. During this same time it is projected that adults over the age of 65 will exceed 15 per cent of all Calgarians.

It is expected that while Calgary's immigrant population will only grow slightly, the countries from which new Calgarians arrive will become more diverse. In 15 years, the immigrant population in Calgary is expected to reach approximately 23 per cent and will represent more than 140 countries.

The Obesity Epidemic

While some research suggests that, in general, Canadians are more active than a generation ago, there is a growing body of evidence which indicates that obesity, particularly among children, has increased to dangerous levels. This is a major public health problem and is linked to type 2 diabetes, cardiovascular disease, hypertension, stroke, gallbladder disease, cancer, osteoarthritis and psychosocial problems.

Together with the aging population, this has sparked a shift in emphasis in public health policy to preventative measures, and highlights the importance of accessible recreation opportunities to mitigate these risks, to citizens as well as to the health care infrastructure.



The Impact of the Economic Climate

In the early 2000s, economic growth in Calgary was largely driven by high energy prices, leading to increased investment, increased national and international migration, increased employment, above average wage increases and a growing residential and non-residential tax base. However, the global economic downturn of 2008 brought to attention the effects of Calgary’s economic climate on the capacity to deliver municipal services.

Impacts of the 2008/2009 recession in Calgary included a rising unemployment rate and falling equity and housing prices, resulting in reduced household wealth and less demand for various consumer goods and services. Calgary’s household spending for recreation declined sharply in 2008 from 2007. Further, the recession negatively impacted the tax revenues of municipal, provincial and federal governments, putting downward pressure on capital investments and municipal transfers, and increasing public scrutiny of project spending.

It is too early to estimate the impacts of the 2008/2009 recession on the demand for recreation products, services and facilities, or on recreation revenue generation in both the public and private sectors. However, it is clear that the capacity to deliver public recreation opportunities may be susceptible to sudden fluctuations in the global economy, and so Recreation must be adaptable and responsive to such shifts.

While Calgarians remain optimistic, and even as Calgary has benefited from one of the more robust economies in Canada in recent decades, this advantage has not been equally divided among all Calgarians. In fact, evidence suggests a growing economic disparity between the wealthy and disadvantaged in Calgary.

The increasing cost of living (housing and energy), and decreasing household incomes has resulted in a significant number of working poor and a growing homeless population. It is more common for people with lower levels of education, lone-parent households, immigrants and visible minorities to live in poverty. As of 2006, 20 per cent of Calgary’s children were living in households with income that fell below Statistics Canada’s Low Income Cut-Offs.

As part of a commitment to providing affordable and accessible public recreation opportunities for all Calgarians, initiatives for low-income people, including the Fee Assistance program, remain an important component of the services Recreation provides.



Recreation in Calgary: Listening to Citizens

As part of developing this Plan, Recreation commissioned a Recreation Amenities Gap Analysis (RAGA)⁹ to engage Calgarians regarding their perspectives on recreation service provision throughout Calgary, including facility and amenity needs and preferences.

RAGA examined needs and preferences of Calgarians in 12 areas throughout the city. Focus group interviews were conducted with community leaders and various segments of the population, and over 6,000 randomly selected Calgary households were surveyed. Federal census data, information sourced from reports and planning initiatives, academic and policy reviews, and leading practices of Canadian and international cities were also incorporated.

RAGA provides a wealth of information about recreation in Calgary, and will serve as a key benchmark research document to inform management and investment decisions over the short-term, and as a template for designing future research and engagement activities over the longer-term.

Importantly, RAGA confirms the central role of The City of Calgary in developing and delivering recreation. Ninety-seven per cent of Calgarians feel it is “important” or “very important” for The City of Calgary to be involved in the provision of recreation services.

Calgarians acknowledge that involvement in recreation benefits individuals and the community as a whole, through enhanced prosperity within the city, greater community vitality, improved health and wellness, and support of social equity. Further, Calgarians often cite broader community benefits as reasons that motivate them to participate in recreation, in addition to personal health and interest factors.

Calgarians participate in hundreds of different recreation activities that vary considerably depending on factors such as age, gender and family life stage. However, certain activities span generations. The top four recreation activities in which Calgarians of all ages currently participate are swimming for pleasure, cycling for pleasure, fitness training/working out and walking for pleasure.

Just as Calgarians’ recreation pursuits are diverse, they value having a broad continuum of facilities, ranging from local community facilities to large regional recreation facilities and leisure centres.

While most Calgarians report participating in recreation to the extent that they would like, many Calgarians still face barriers which restrict their ability to participate. Common barriers include financial and time constraints, program and facility accessibility and social isolation factors.

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or “very important” for The City of Calgary to be involved
in the provision of recreation services.

– *Recreation Amenities Gap Analysis, 2010*

Moving Forward: Embracing Change

This **Platform for Change** provides the backdrop against which the rest of the Recreation Master Plan is presented. The sections that follow outline the framework and the tools which will position Recreation to maximize public value generated through products, services and facilities within a changing landscape. The elements within the Platform for Change have important implications for recreation service delivery over the next decade.

The corporate context provides Recreation with guidance and opportunities for alignment and collaboration by clearly outlining the priorities and direction that Calgarians have given Council toward the development and delivery of municipal services.

Calgary's changing population will have a significant impact on recreation service delivery over the next 10 years. While a growing population may increase the demand for products, services and facilities, an aging population may require shifting or expanding the focus of what is offered and how it is delivered. An increasingly diverse population may require community outreach and/or focused programming efforts.

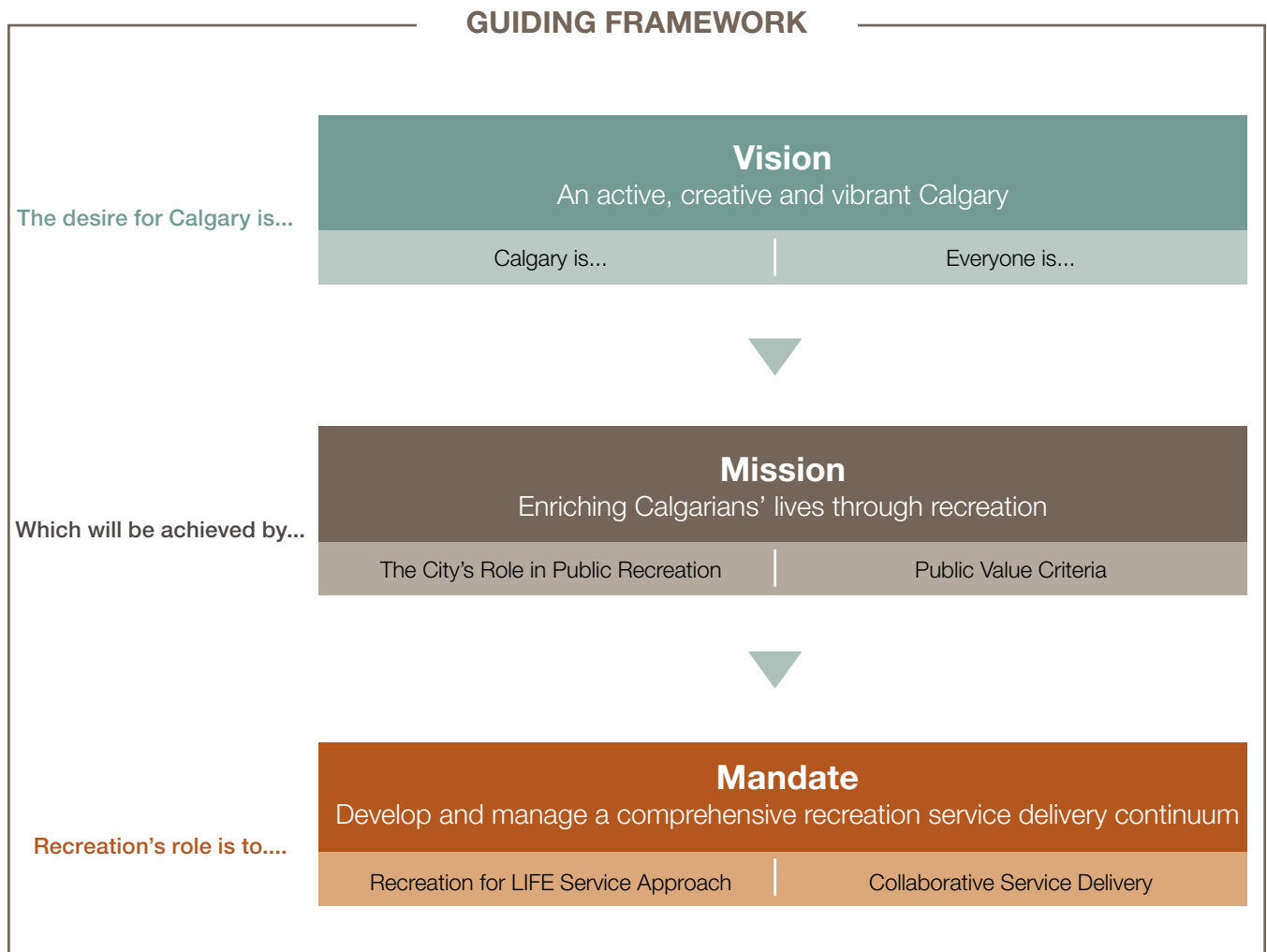
A preventative health movement encourages Recreation to help combat rising levels of obesity. Service delivery must be sensitive to the economic barriers facing many Calgarians. The business unit will be challenged to accommodate and be responsive to a diverse range of physical abilities, social realities and recreation needs.

Change inevitably presents challenges, but within these challenges lie exciting opportunities: to craft a bold vision of the future, and then to build a roadmap for energizing Recreation staff in pursuing this vision each day.



GUIDING FRAMEWORK

The Guiding Framework is the foundation that will direct the work of Recreation over the life of this Plan. This framework spells out the role and responsibility of The City of Calgary in providing recreation opportunities to Calgarians. It also represents the key future direction and strategic components that will create the passion, enthusiasm and boldness needed to drive this important work.



A Cornerstone of Complete Communities

A central reason for Calgarians' willingness to support the provision of public recreation through taxes, is the importance of recreation in building complete communities.

Complete communities are accessible, active, caring, safe, socially inclusive, viable and vibrant. They are communities

in which Calgarians can live, work and play and have been identified as priorities within the *Municipal Development Plan* for Calgary. Recreation adds to a community's vibrancy and sense of place by creating opportunities for active and creative expression, social gatherings, sport and cultural events, and community festivals.

More specifically, complete communities are places where citizens can truly realize the many benefits of participating in recreation. These benefits include the following:¹⁰

<p>RECREATION PROMOTES INDIVIDUAL AND COMMUNITY HEALTH ACROSS THE LIFESPAN.</p>	<p>Recreation contributes to social, emotional and cognitive well-being, by providing opportunities to learn about the importance of physical health, teamwork, self-confidence and expression, as well as appreciation for art, culture and history. Recreation leads to healthier communities by reducing the amount of physical and mental distress experienced by individuals, which in turn lowers costs associated with other community services, including health care, social services and justice.</p>
<p>RECREATION ENHANCES CULTURAL VITALITY.</p>	<p>Community well-being is built on a shared sense of purpose. A healthy society depends, first and foremost, on open, lively and influential cultural activities among its communities. Recreation builds community spirit, creates physically engaging and attractive public realms, breathes life into revitalization projects, helps shape the cultural landscape and adds to the energized feel of the city.</p>
<p>RECREATION STRENGTHENS SOCIAL CONNECTIONS.</p>	<p>Participating in recreation activities creates opportunities to connect families, neighbours and individuals with shared interests. Developing stronger social connections builds a sense of belonging, understanding, respect and trust. Families and individuals who feel connected to their communities are more likely to become engaged in community projects and volunteer initiatives, and rally around common causes. Providing access to recreation opportunities for all citizens creates an equal playing field and acknowledges all citizens as valued contributors to complete communities.</p>
<p>RECREATION ENCOURAGES ENVIRONMENTAL RESPONSIBILITY.</p>	<p>Outdoor recreation opportunities enhance our appreciation for the environment, increasing citizens' sense of responsibility for caring for the environment and for addressing community issues that threaten environmental stability.</p>
<p>RECREATION DRIVES ECONOMIC PROSPERITY.</p>	<p>Recreation creates employment and promotes tourism and economic development. A dynamic city with ample recreation opportunities is a key determinant in business relocation/development and in knowledge workers and retirees' decisions regarding where to live.¹¹</p>

GUIDING FRAMEWORK

Given the importance of recreation in building complete communities, Recreation's own vision for the future is one in which the benefits of recreation are enjoyed to the absolute fullest extent by all Calgarians. To align with the *imagineCALGARY Plan* and the corporate vision, and in acknowledgement of Recreation's role in the delivery of recreation opportunities to enhance Calgarians' quality of life, Recreation declares the following as the vision for the next 10 years and beyond:

Vision: **An active, creative and vibrant Calgary**

This vision represents the future state toward which Recreation strives. **An active, creative and vibrant Calgary** is more than a collection of people and places. The energy of Calgarians feeds the vibrancy of the city, just as the vibrancy of the city feeds the energy of everyone who chooses to live,

work and play here. The table on the next page describes the vision for Calgarians and for Calgary as a whole, with the belief that these components can only be fully realized together.



CALGARY IS...

VIBRANT

Our city is vibrant, livable and alive. Recreation breathes life into Calgary by adding to the cultural landscape, building community spirit, providing attractive public realms and world class facilities and infusing vibrancy through festivals and special events.

INNOVATIVE

Diversity, engagement and vibrancy are the ingredients required to grow talent, creativity and innovation. Recreation provides a playground from which innovative solutions to community issues emerge.

HEALTHY

Active, creative, engaged, connected and informed citizens are key elements of healthy communities and a healthy city. Arts, culture, recreation and sport opportunities provide the medium for improving Calgarians' health and quality of life.

PROSPEROUS

Recreation facilities, public art, civic attractions and festivals and events attract tourism and business development, provide jobs for thousands of Calgarians and create a place where people want to live, work and play.

PROGRESSIVE

Environmentally friendly business practices and recreation facilities set high practice standards and demonstrate responsible public stewardship. Everyone feels a connection to their neighbours and a sense of belonging in their communities.



EVERYONE IS...

INFORMED

Calgarians are well informed about the individual and community benefits of recreation. Everyone is aware of the recreation opportunities available to them and the multiple dimensions of health.

WELCOME

Diversity is embraced as a community asset. Differing perceptions, ethnic backgrounds, expertise and understandings create a richer more vibrant city. Public recreation programs and facilities are welcoming, affordable and accessible.

INVOLVED

All Calgarians are involved and engaged. Everyone feels they belong, so they want to make their communities and city a great place to live. They volunteer for community activities and are actively engaged in community decision-making processes. They take pride in working together to create places where life is fulfilling and fun.

ACTIVE

Opportunities to be active are available for all Calgarians across their lifespan. Children are encouraged to develop physical literacy skills early to set the stage for lifelong activity. Everyone can use public facilities, programs and services regardless of age, ability, gender, interest, income level or ethnic origin.

CREATIVE

Opportunities to be creative and to develop creative literacy are available for all Calgarians throughout their lifespan. Everyone is able to experience performing/visual arts, multi-cultural events/festivals, libraries, city attractions or participate in cultural engagement activities.

CONNECTED

Social cohesion is strong. Everyone feels a connection to their neighbours and a sense of belonging in their communities. Recreation activities, sport events, festivals, multi-cultural activities and community events are encouraged as opportunities to facilitate increased interaction and tolerance among citizens.

SAFE

Public recreation programs and facilities are safe places to recreate. Awareness programs are available that promote personal injury prevention; policies and training programs incorporate proven injury prevention and environmental modification leading practices. Public facilities demonstrate high facility maintenance and environmental standards.

GUIDING FRAMEWORK

In order to achieve this dynamic vision of **An active, creative and vibrant Calgary**, Recreation will adopt this mission to direct the planning and delivery of products, services and facilities:

Mission: Enriching Calgarians' lives through recreation

Given the involvement of tax support dollars and the important role recreation plays in Calgarians' quality of life, it is essential for Recreation to continue providing responsive recreation products, services and facilities Calgarians want and that generate public value.

Public value is quite literally "what the public values." While public value is defined by the public, it is created by public service organizations (e.g., municipal Recreation business units) in making decisions about what services to provide and how to provide them.

The City's Role in Public Recreation

The National Recreation Statement, published by the federal/provincial/territorial Ministers responsible for sport, physical activity and recreation, acknowledges recreation as a social service in much the same manner as health and education. This is significant, and indicates that the focus of service provision should have a broad community scope.

Calgarians have also recently echoed the role of the municipal government in supplying recreation opportunities. Recent research (HarGroup 2010, Harper et al 2008) clearly shows Calgarians believe the provision of a variety of accessible and affordable recreation opportunities is a fundamental responsibility of The City of Calgary, and that such services are vital to overall individual and community wellness.

Generating Public Value

With a clear responsibility to generate public value by providing opportunities for Calgarians to reap the many benefits of recreation, Recreation must position service provision from a public value perspective. To do this, three interrelated criteria for generating public value will become the filter through which planning and delivery decisions are made: Engage, Enrich, Evolve.¹⁴ Only when each of these criteria are being met can Recreation be said to be generating public value.

THE NATIONAL RECREATION STATEMENT DEFINES RECREATION:

"Recreation is all those things that a person chooses to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying.

Whereas recreation includes all of those activities in which an individual chooses to participate in his/her leisure time and is not confined solely to sports and physical recreation programs but includes artistic, creative, cultural, social and intellectual activities; and, whereas, recreation is a fundamental human

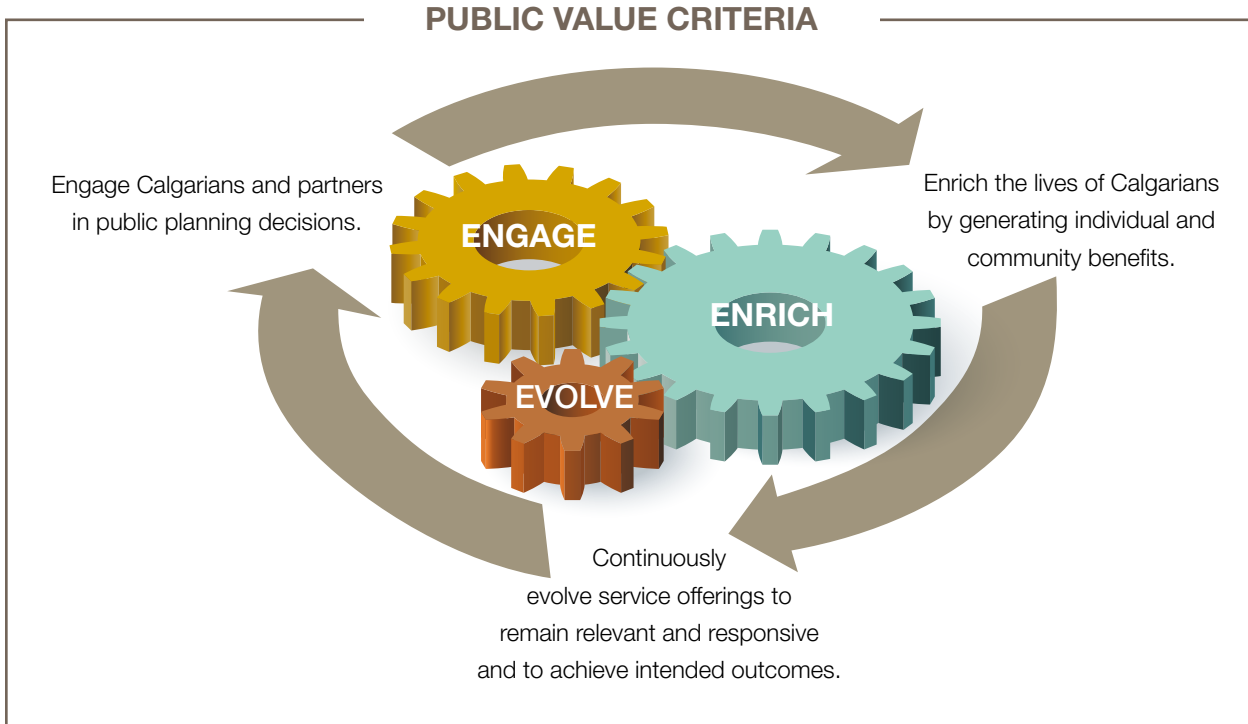
need for citizens of all ages and interests and for both sexes and is essential to the psychological, social and physical well-being of man; and, whereas, society is rapidly changing and leisure time is increasing; be it resolved that this Conference recognizes the fact that recreation is a social service in the same way that health and education are considered as social services and that recreation's purpose should be:

- to assist individual and community development
- to improve quality of life
- to enhance social functioning

Such recognition will indicate the constitutional responsibility of the Provinces and Territories in recreation services".¹²

The National Recreation Statement goes on to say:

"Municipal governments are closest to the people; they are likely to respond more flexibly, more quickly and more effectively to the needs of the community in matters of recreation. For this reason the municipality is the primary public supplier of direct recreation services".¹³



Engage

Calgarians have a right to be engaged in public planning decisions that impact municipally delivered services and potentially affect their quality of life. The Engage criteria directs Recreation to employ consistent engagement with citizens and community partners, and to make evidence-based planning and service delivery decisions. This engagement can be conducted as part of formal research and engagement activities, but also takes place every day in programs, at facilities, and through contact with recreation staff and online services. These less formal interactions can provide rich information to support evidence-based decision making and are strongly encouraged.

Questions to consider:

1. Have all relevant stakeholders, including the public, partners and/or staff been engaged using appropriate methods?
2. What individual benefits and community outcomes do Calgarians want Recreation to aim for?
3. Who should be involved in delivering on these community outcomes and at what cost?
4. What specific recreational experiences are desired?

GUIDING FRAMEWORK



Enrich

Recreation is about re:creation – renewing ourselves, our communities and our city. Recreation products, services and facilities offer multiple benefits for Calgarians and the city’s communities. The service delivery models and partnerships required to deliver the needed products, services and facilities will be determined by working together with community and multi-sector partners. These decisions will require correctly interpreting citizen feedback, balancing competing public needs and developing efficient, integrated operating and service models.

Questions to consider:

1. What existing products, services and facilities can be implemented and/or used to deliver the individual benefits and community outcomes identified?
2. What new products, services or facilities are required?
3. What facilities could be enhanced or revitalized?
4. Are partnership or collaboration opportunities available?

Evolve

Calgarians rightly expect that public services will be responsive to changing demands and priorities. Generating public value requires continual evaluation and adaptation of products, services and facilities in order to offer the right types of opportunities, at the right locations and at the right times.

Questions to Consider:

1. Were new efforts or initiatives successful?
2. How effective and efficient was service delivery?
3. What do Calgarians have to say about our programs, services and facilities?
4. What intended and unintended outcomes occurred?
5. How can current experiences help improve future efforts?

Embracing the role and responsibility to generate public value through recreation, and equipped with the criteria for generating public value to guide these efforts, Recreation’s mandate becomes clear.

Mandate: Develop and manage a comprehensive recreation service delivery continuum

The City of Calgary believes that all Calgarians should be provided with opportunities to enjoy the benefits of recreation, personally and in their communities. This means ensuring that a variety of opportunities are available across the lifespan, and also means acknowledging that Recreation can play a variety of roles in delivering these opportunities, from direct delivery through to partnerships. Recreation will therefore adopt a Recreation for LIFE service approach, and utilize a Collaborative Service Delivery Model to execute this approach.

Recreation for LIFE Service Approach

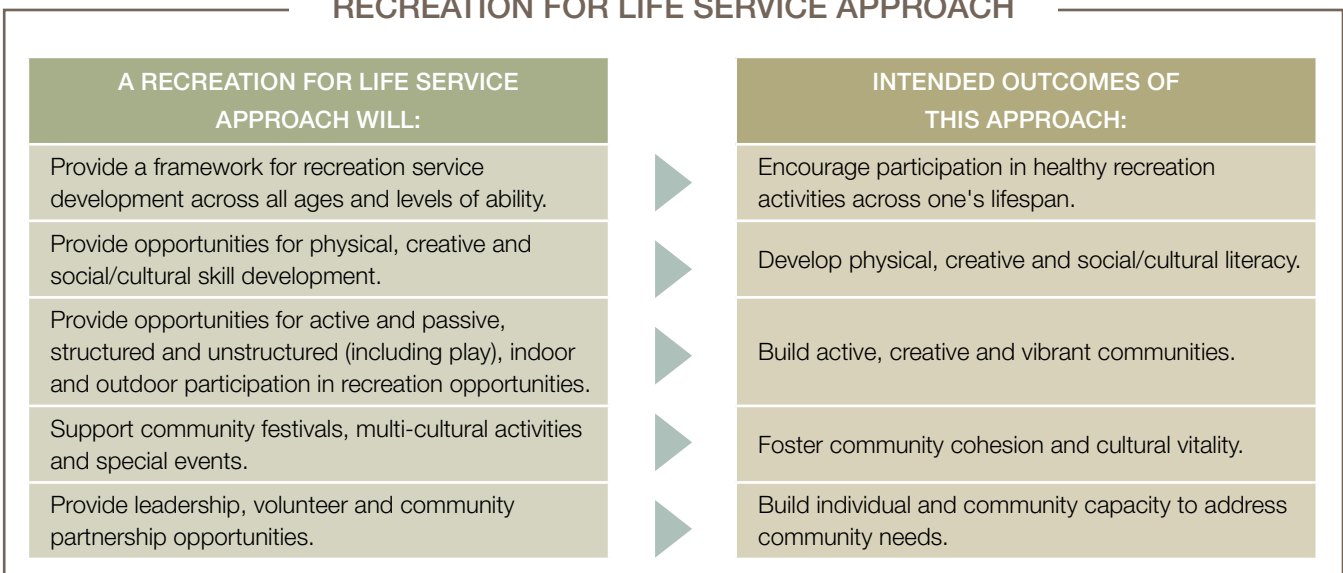
A Recreation for LIFE service approach captures the inter-play between active, creative and healthy individuals and vibrant, connected and livable communities. It is founded on the belief that participation in recreation is important throughout an individual’s lifespan, regardless of ability, and that basic skill development is required in order to encourage and maintain participation throughout life.

This service approach will promote physical activity and creative involvement across ages and development levels, provide opportunities for community interaction and engagement, support cultural expression, provide inclusive and supportive recreation opportunities to address community need, and support the development of complete communities.

To assist with grounding a Recreation for LIFE service approach, the parameters of the approach have been developed based on initiatives currently underway nationally and internationally, including:

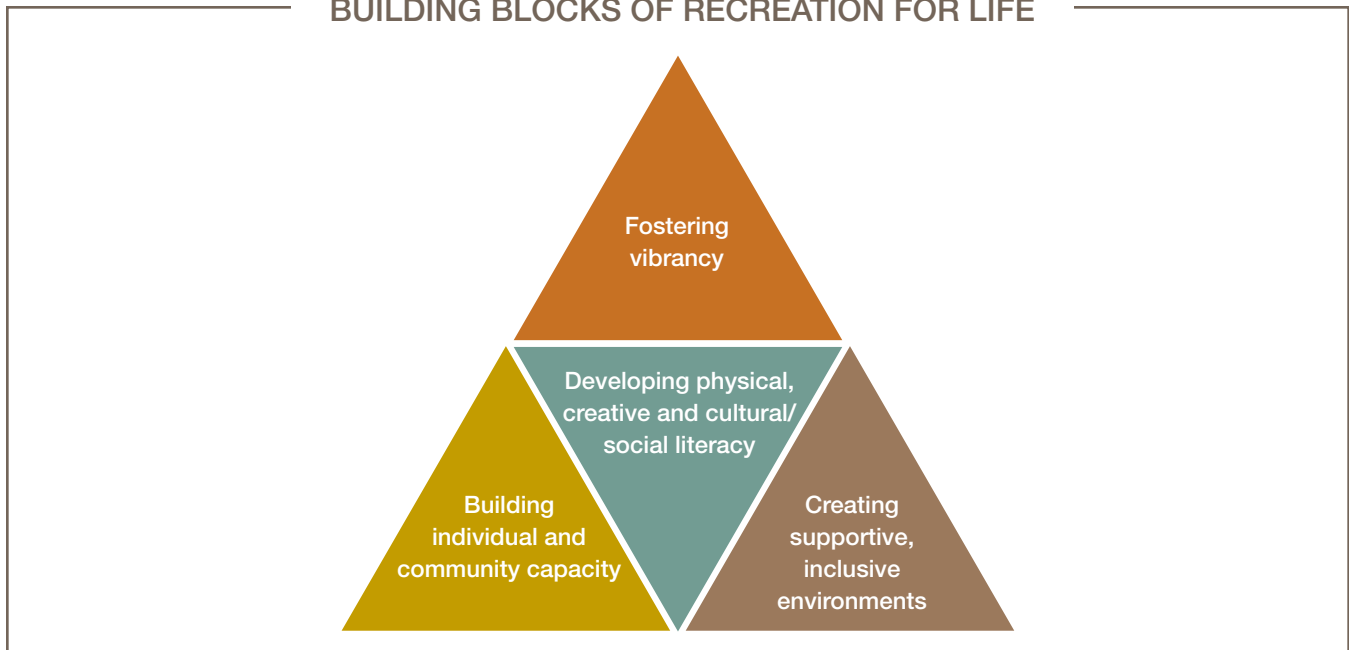
- World Health Organization’s *Healthy Communities* and *Age Friendly Communities* initiatives
- Canadian Sport For Life’s *Long-Term Athlete Development* model
- Creative Cities Network initiatives
- Provincial and federal policy development

RECREATION FOR LIFE SERVICE APPROACH



GUIDING FRAMEWORK

BUILDING BLOCKS OF RECREATION FOR LIFE



Developing and implementing a Recreation for LIFE service approach will ground the three criteria of public value generation (Engage, Enrich, Evolve) within a framework for building a broad continuum of recreation opportunities across the lifespan. The service approach will guide product and service development, partnerships and facility/amenity investment decisions over the next 10 years.

Creating supportive, inclusive environments

Encouraging participation in healthy recreation opportunities begins with the creation of a supportive, fun and inviting environment, one that welcomes all Calgarians regardless of age, income level, ethnicity, ability, gender or interest. A supportive, inclusive environment is one in which:

- Everyone is treated with respect.
- Quality, safe, accessible opportunities are available.
- Calgarians receive positive encouragement and are continually invited to participate.
- Facilities are physically accessible and welcoming.

Developing physical, creative and cultural/social literacy

Research clearly demonstrates that children who develop basic physical literacy skills at a young age are more likely to continue in physical activities throughout their lifespan. This approach is built on the assumption this finding would also apply across all literacies.

For the purposes of this model, physical, creative and cultural/social literacy are defined as:

PHYSICAL LITERACY: the development of fundamental physical skills and sport skills that enable an individual to move confidently within a wide range of physical, rhythmic (dance) and sport situations.¹⁵

CREATIVE LITERACY: the development of fundamental skills that allow an individual to appreciate, create, understand, critique and enjoy a broad range of arts and culture opportunities.

CULTURAL/SOCIAL LITERACY: the development of awareness, skills and knowledge that enable an individual to read and understand his/her social and cultural context and encourage an individual to be an active, socially connected, contributing participant in his/her community.

Fostering vibrancy

An active, creative and vibrant Calgary is a place where people choose to live, work and play. By creating opportunities for cultural interaction Recreation fosters unity, civility and a sense of belonging, pride and caring for fellow citizens.

Experiencing the cultural expressions of our neighbours creates understanding and appreciation. By welcoming and sharing our diverse cultures, something new and uniquely Calgarian is created.

A Recreation for LIFE service approach builds upon Recreation's strengths in facilitating and supporting recreation opportunities, community festivals, multi-cultural activities and sport events that add to the social fabric of Calgary and contribute to broad social outcomes.

Building individual and community capacity

Building individual and community capacity involves expanding Recreation's networks, and developing partnerships and collaborations with both organizations and individuals to support capacity building in an intentional, proactive way.

It also entails building mentoring relationships within the business unit, across the Community Services & Protective Services department and with community and professional recreation providers, athletes, artists and leaders.

Volunteers make up a substantial and important group dedicated to enhancing the quality of life in Calgary by offering their diverse skills, energy and passion on a daily basis. Recreation will expand its understanding of volunteering to create opportunities that engage volunteers in meaningful ways. Volunteers will be treated as partners rather than just another set of hands.



GUIDING FRAMEWORK

Collaborative Service Delivery

Recreation plays various roles in the development and delivery of new and existing recreation opportunities within Calgary. These roles are determined by what Calgarians believe The City's role should be, who is best positioned and has the expertise to deliver the service, and the availability of both municipal and community/private sector resources.

As outlined in the Platform for Change, the various drivers of change make it clear that no one sector can work in isolation to effectively address recreation needs and municipal issues. The City of Calgary is committed to providing leadership in delivering and managing a comprehensive service delivery continuum. In addition to direct delivery of products, services and facilities, partnerships and collaborations are vital to a Recreation for LIFE service approach, and to building complete communities.

Direct Delivery

Recreation's products, services and facilities are highly valued by Calgarians and will remain an important focus of recreation service delivery for the next 10 years. In many circumstances, The City's own infrastructure, expertise, mandates and economies of scale result in Recreation being the most efficient and effective recreation service provider to achieve the outcomes Calgarians value. As a result, and specific to direct delivery, Recreation declares the following:

- Recreation will provide introductory and entry-level recreation skill development programming through direct delivery targeting children, youth, families and those on a low-income, as identified through the Community Services Program Policy.
- Recreation will also develop and deliver products and services that align with the Recreation for LIFE service approach, address emerging needs and/or align with Council priorities.
- Recreation will continue to operate a range of recreation facilities with the appropriate amenities to facilitate programming priorities.
- Recreation facilities owned, managed and operated by The City will continue to act as cornerstones in the

development of a broad recreation service continuum that involves partnerships and collaborations.

- Where facility development or revitalization is required to address community need and where it cannot be developed and/or managed in a sustainable way by partners, the facility will be developed and/or managed directly by The City (e.g., aquatic centres, athletic parks).

Partnerships

Partnerships play an integral role in maintaining a high quality of life for Calgarians through the provision of a variety of services in recreation, arts and culture, tourism, parks, active living and social services.

Within the corporate context:

A partnership is a formalized working relationship between The City of Calgary and one or more non-profit organizations with independent accountabilities, in which they agree to co-operate on the delivery of a program, project or service to fulfill the objectives of The City.¹⁶

These partnerships include major attractions, the arts and culture sector, the business and economic development sector, community associations and social recreation groups, library services and the sport sector.

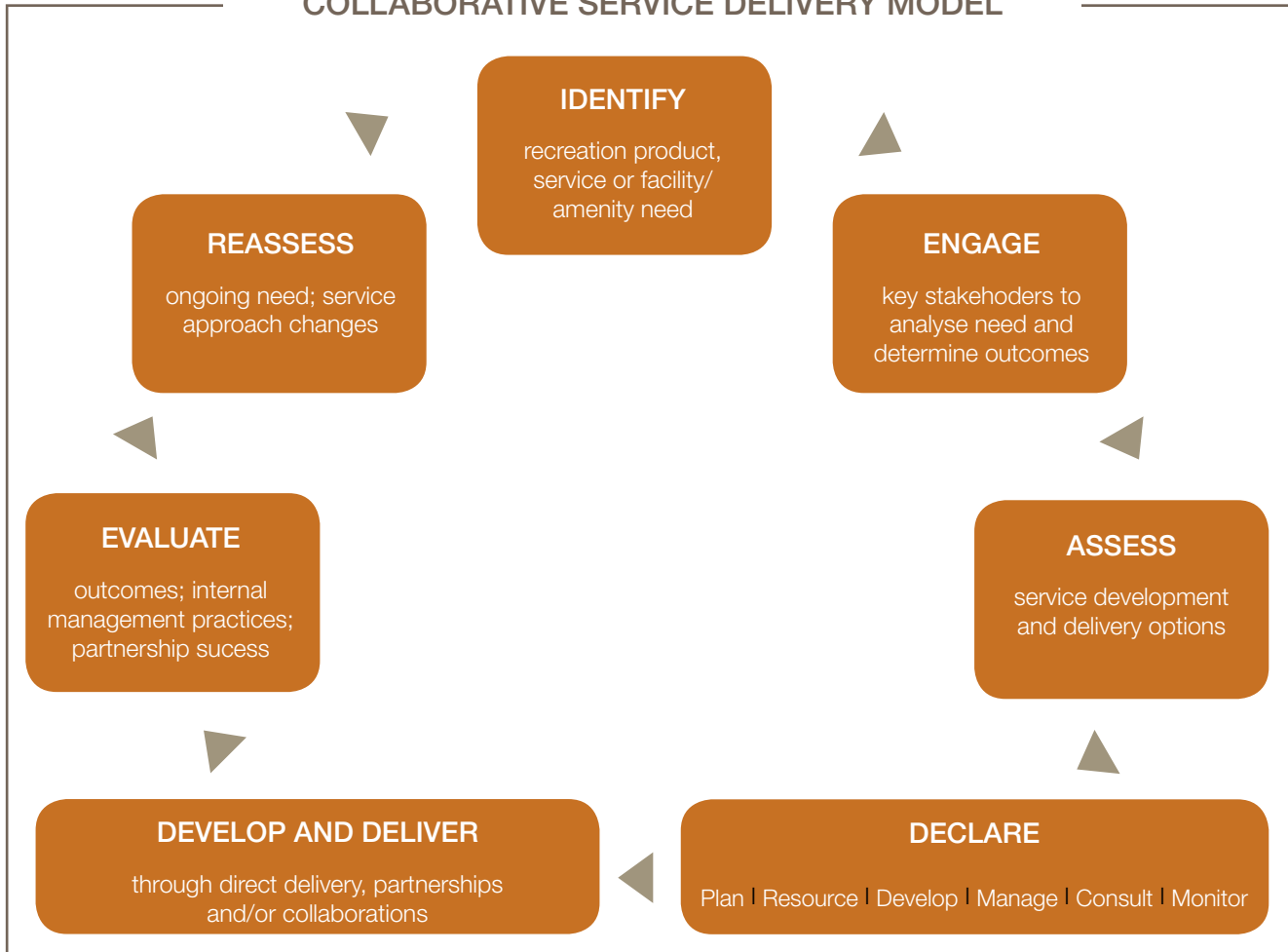
The City of Calgary is engaged in over 300 formal and diverse partner relationships involving City land, operating and/or capital funds. Partners contribute extensive financial and voluntary resources each year in their relationship with The City. Engaging in partnerships has reduced internal costs and leveraged extensive knowledge and resources for citizens.

Collaborations

Collaborations also play a significant role in the delivery of recreation services to Calgarians. For the purposes of this Plan: collaboration is a process that involves a mutually beneficial relationship between parties that builds on shared outcomes.

Collaborations occur within The City of Calgary between business units and with external community service providers such as schools. They do not involve the same level of formality as partnerships and are formed to address community issues or improve service provision.

COLLABORATIVE SERVICE DELIVERY MODEL



Collaborative Service Delivery Model

To provide clarity regarding the specific role Recreation plays, a Collaborative Service Delivery Model has been developed. This model is a true illustration of the three criteria of public value generation (Engage, Enrich, Evolve), and outlines the process to identify and respond to recreation product, service and facility needs. It identifies both the functional areas of involvement and the process for entering into direct service delivery, collaborations and partnerships.

Identify

The first step in the process involves conducting regular research and engagement to identify possible recreation service gaps that may exist in a particular area of the city or among a particular segment of Calgary's population.

This may involve consulting with staff, stakeholders in other service sectors, as well as Calgarians. As a public service, The City of Calgary is uniquely positioned to conduct thorough and effective engagement and also to leverage such engagement against a rich supply of information and best practices.

GUIDING FRAMEWORK

Engage

When a need has been identified, key stakeholders are brought together to analyze the need, clarify the outcomes to be achieved, and determine which product(s), service(s), and/or facility(ies) would achieve the intended outcomes in the most effective, efficient and sustainable way.

Assess

A sound assessment of any possible options to address service delivery gaps should be based on the following principles:

- Ability to generate public value
- Identification of risks and risk management strategies
- The expertise required to address the need
- Appropriate human, capital, land resources
- Addressing the need in a timely manner
- Sustainability

Declare

After an assessment of the available options for service delivery, the specific role of The City of Calgary Recreation can be determined. This role will involve one or more of the following:

PLANNING:

Planning activities are those which are involved in the initial planning for a product, service or facility and may be related to business and policy, land, operations and resources, and research and evaluation.

RESOURCING:

This involves dedicating the resources required to support the development and/or delivery of a recreation product, service or facility, including human, land, capital and operation resources.

DEVELOPMENT:

Development activities are those involved in the development of a product, service, facility or partnership.

MANAGEMENT:

Management activities are those involved in the delivery, implementation or operation of a product, service or facility and may include product integration, coordination and delivery, marketing and communication, facility operations, concessions, leasing, maintenance or investment decisions.

CONSULTING:

This involves providing support services to other recreation providers, partners or municipalities, including technical expertise, business intelligence, organizational development, best practices, and research and engagement results.

MONITORING:

This involves supporting activities designed to monitor and evaluate products, services and/or facilities, and may include negotiating stakeholder expectations, stewardship of public assets, documenting and ensuring partnership compliance and accountability, evaluating internal operational efficiencies, and providing tools and strategies for measuring success.

Develop and Deliver

After Recreation's role has been determined, business processes and management protocols will be developed to govern the execution of this role. This may include formal agreements, business and management plans, resource allocation, accountability procedures and deliverables, and they will vary according to the role Recreation has in a particular initiative.

Evaluate

As the strategies and actions are implemented to address the need, a crucial step is to evaluate and report on the successes and challenges of each initiative/partnership. This involves analyzing how the internal management practices employed have accomplished internal and external objectives, including identifying and achieving operational efficiencies, optimizing resources, demonstrating responsible stewardship and managing stakeholder expectations.

Reassess

The final step is to look at the entire service delivery process and determine not only if the particular need has been or continues to be met, but also if changes are warranted. This affords the opportunity to evolve current practices, based on the lessons learned and all available information. This phase may also suggest opportunities to identify further or new needs which can be addressed through the model.

Moving Forward: Managing Change

Calgary is a dynamic city in a constant state of change. Understanding the nature of these changes enables Recreation to continue being a leader in the development of recreation products, services and facilities, and presents opportunities to continually improve the ways in which they are delivered to Calgarians. The foundation is in place: an exciting and far-reaching vision, a mandate to serve as a call-to-action, and a mission which clearly articulates the best approach to generate the vast public value of recreation in Calgary. What follows is a management framework which will guide service provision, and position the business unit to bring the many benefits of recreation into the lives of Calgarians.



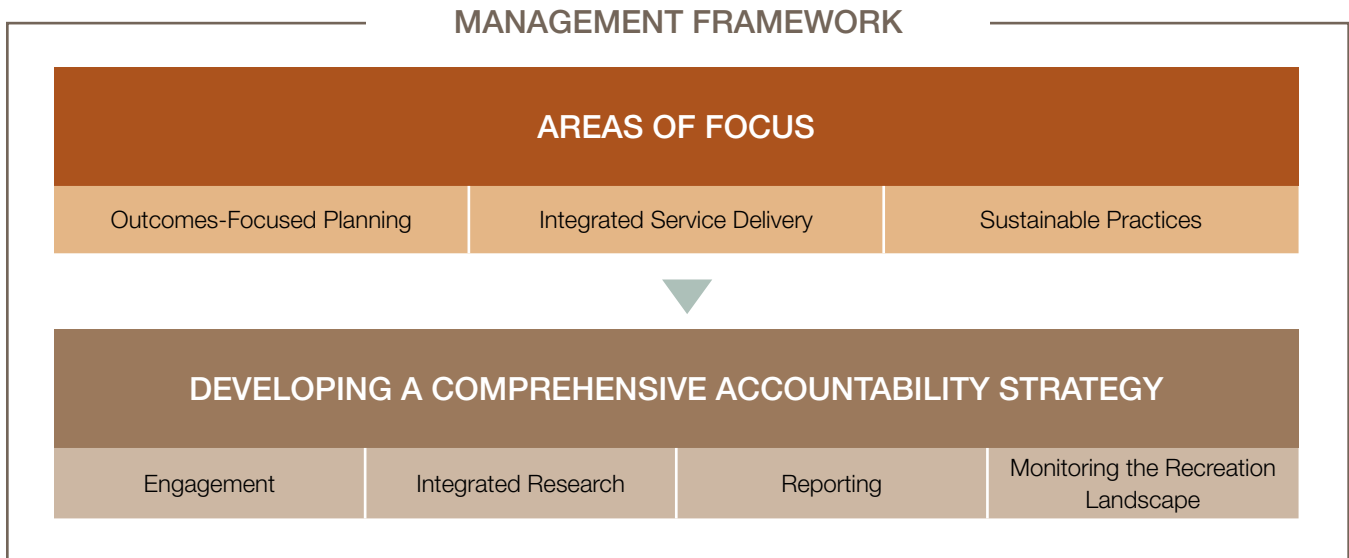
PLATFORM FOR CHANGE

GUIDING FRAMEWORK

MANAGEMENT FRAMEWORK

SERVICE DELIVERY

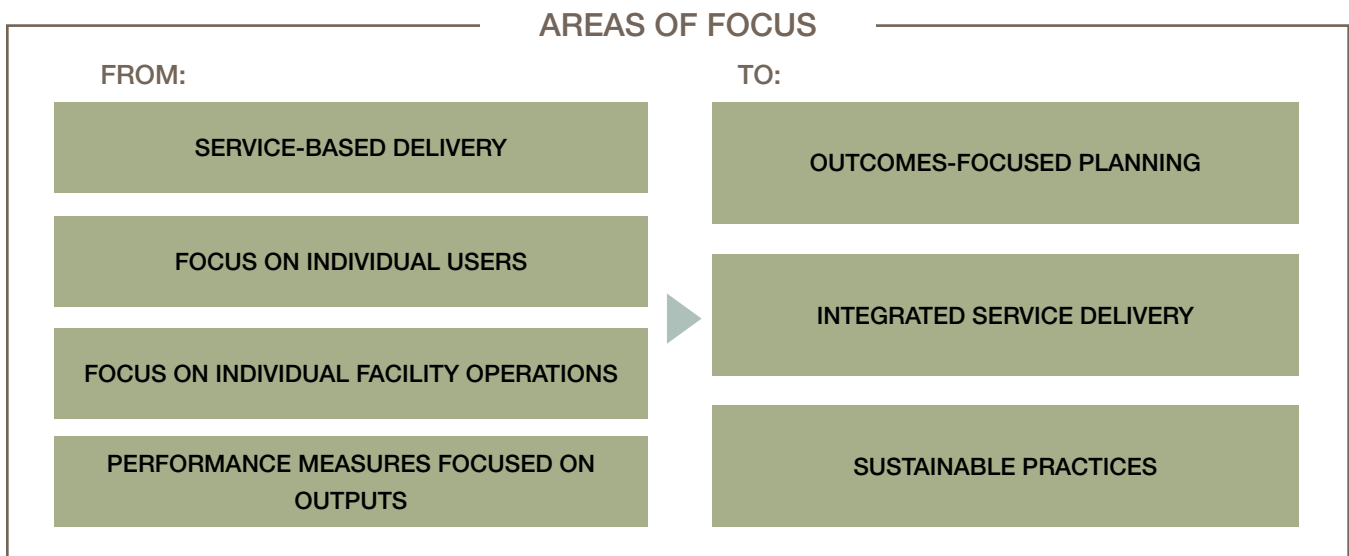
MANAGEMENT FRAMEWORK



Areas of Focus

Understanding how the context within which Calgarians recreate has changed and continues to change, and the importance of being proactive in adapting and responding to changes has led to rethinking how Recreation focuses on service delivery. Until now, the focus has been grounded primarily in the present, with emphases on the individual, on the specific product, service or facility and on outputs. While this approach has proven effective in maintaining high-quality and relevant recreation offerings, an opportunity exists to enhance the adaptability, innovation and integration of service delivery.

To seize this opportunity, Recreation needs to adapt the way decisions are made. A directional shift has been identified as necessary for Recreation to continue toward the vision of **An active, creative and vibrant Calgary**.



As a result of a commitment to this shift, three broad areas of focus have been developed to guide Recreation's work:

Outcomes-Focused Planning

Recreation will adopt an outcomes-focused approach to planning, resulting in increasingly meaningful and comprehensive benefits for Calgary's communities and citizens.

The Canadian Parks and Recreation Association defines outcomes-focused planning as "any approach to planning that views the anticipated change, result, or impact as the foundation for the program or service."¹⁷ Municipalities are moving away from a service-based approach to recreation that focuses on providing recreation opportunities based primarily on the individual needs and preferences of citizens, to an outcomes-focused approach to planning and delivery, which focuses on the short, medium and/or longer-term outcomes received by residents and communities.

This approach is in contrast to a strictly service-based approach which focuses on outputs such as facility admission rates, program fill rates or the number of passes sold. While this information is crucial to business planning and operations, it should not be the primary way by which successes are measured or planning decisions are made. Rather, such output measures should complement and contextualize information gathered about the impacts and changes produced in individuals and communities through active participation in recreation opportunities. The success of Recreation planning and service delivery is demonstrated when such outcomes are visible in Calgary communities. Focusing on these outcomes allows Recreation to evaluate the real progress being made toward the vision of **An active, creative and vibrant Calgary**.



MANAGEMENT FRAMEWORK

An outcomes-focused approach begins with identifying the high level service outcomes which will guide product, service and facility development and delivery and will form the basis for determining short, medium and long-term strategies and actions as the Recreation Master Plan is implemented. The following outcomes have been identified:

Inclusion:

All Calgarians are provided opportunities to recreate.

Where barriers to participation in recreation exist due to factors such as cost, distance, language, culture, physical limitations and perception, Recreation seeks to address them through product, service and facility planning and delivery, both directly and through partnerships and collaborations. Recreation proactively communicates and markets the benefits of recreation to encourage Calgarians to pursue active, creative lifestyle choices.

Equitability and Accessibility:

Recreation's products, services and facilities are distributed throughout Calgary and are accessible by a range of transit modes.

Recreation uses a proactive land planning and acquisition strategy, as well as diligent product, service and facility planning and works closely with partners to ensure recreation opportunities are readily available for all Calgarians, regardless of where in the city they live.

Diversity:

Recreation cultivates a broad range of high-quality recreation opportunities to meet the needs of an increasingly diverse Calgary.

Recreation recognizes and values the diversity of the city and its communities and seeks to understand and address diverse needs and expectations by providing, directly and in co-operation with partners, a wide variety of recreation opportunities that foster cross-cultural understanding and that span age and ability continuums.

Adaptability and Responsiveness:

Recreation's products, services and facilities are designed to adapt and respond to changes in community dynamics.

Recreation regularly monitors the recreation landscape through trends analysis and detailed needs and preferences research. In addition, recreation facilities are designed to adapt to changing community life-stages, socio-demographics and/or recreation interests.

Innovation:

Recreation works to create an environment that embraces innovation as a way of improving service development and delivery to Calgarians.

Recreation approaches customer service and community development from a perspective that is open-minded and encourages experimentation. Further, an organizational culture is in place where learning and development are encouraged, feedback from staff is constantly and consistently pursued, lessons learned are shared, and improvements are made.



Community Vitality:

Recreation engages Calgarians in planning decisions, works to build strong community connections, supports opportunities to celebrate the cultural richness of Calgary, and fosters civic pride.

Recreation uses proper engagement tools and methods to give Calgarians meaningful input into decisions affecting product, service and facility design and delivery. Recreation operates at a community level and with community partners to understand the unique and dynamic needs, issues and opportunities facing Calgarians throughout the city. By supporting community and cultural activities and positioning recreation facilities as community assets, Recreation facilitates opportunities for community involvement, strong social networks and cultural exchange and celebration.

Stewardship:

Recreation meets high public standards of asset management, safety and maintenance.

Recreation employs responsible fiscal management practices to maximize assets over the short, medium and long-term. Moreover, Recreation is a leader in the practice of sound environmental stewardship through co-operative planning and operational efficiencies, and is committed to meeting high standards in land and facility planning.

Moving to an outcomes-focused planning approach will re-direct resources and energy towards addressing high priority community and social needs, thereby helping to build healthy and strong communities and improve Calgarians' quality of life. The Family & Community Support Services' *Social Sustainability Framework*¹⁸ is a good example of other business units within The City of Calgary moving to an outcomes-focused approach to planning.

Integrated Service Delivery

Recreation will champion an integrated service delivery approach internally and across service sectors to improve efficiencies and broaden opportunities for enriched recreation offerings.

An organization that strives for excellence and responsive service provision is most effective if the organizational structures are integrated and flexible. As Recreation shifts focus towards community and individual outcomes, it will move from working in separate divisions to a more integrated management approach. In addition, Recreation will work towards structural integration across divisions at neighbourhood, regional and/or city-wide levels, by developing the necessary processes and procedures to streamline administrative and operational management.

This updated management approach will provide new opportunities to optimize resources and improve the scope and quality of recreation opportunities offered to Calgarians. It will place a strong emphasis on responsive and engaging customer service as a fundamental driver of public value. It will also set the stage for a collaborative service development and delivery approach within Recreation, within Community Services & Protective Services, and across The Corporation.

Integrated service delivery also extends to community-based recreation partners and multi-sector service providers. The advantages of leveraging the expertise, resources and experiences of the not-for-profit and private sectors are clear. Enhancing and streamlining the ways in which Recreation works with these sectors will translate into enriched recreation offerings for Calgarians.

MANAGEMENT FRAMEWORK

Sustainable Practices

Recreation will continue to adopt sustainable practices that balance cultural vitality, social equity, environmental responsibility and economic viability to actively nourish a vibrant, healthy, safe and caring Calgary.

The City of Calgary's *Triple Bottom Line*¹⁹ directs Council and staff to incorporate the sustainable development principles of social equity, environmental responsibility and economic viability into all municipal service delivery decisions.

Social Equity

To foster an inclusive, safe and active city of strong neighbourhoods, service delivery decisions should consider the needs and preferences of a diverse population regardless of age, income, culture and physical ability. This is to ensure that all Calgarians have opportunities to access products, services and facilities, and to participate in community life.

Environmental Responsibility

Recognizing that human activity has a substantial impact on the natural environment, service delivery considerations should include those that demonstrate protection and stewardship of land, water, air and open spaces, and that reduce Calgary's ecological footprint.

Economic Viability

Service delivery decisions that create and sustain economic prosperity are those that create a city where citizens want to live and in which businesses choose to locate, in which creativity is encouraged and in which investments are made and leveraged toward community infrastructure and programs.

Cultural Vitality

Recreation joins a growing number of Canadian and international municipalities who are expanding the *Triple Bottom Line* approach to include a fourth pillar – Cultural Vitality – believing that a broader cultural understanding is an important component of community sustainability.

Recreation's unique role in municipal service delivery has a large impact on the development of Calgary's culture. A city's culture is built through citizen interaction and engagement and is expressed through how its citizens live, work and play. The opportunities Calgarians have to recreate (including sport, arts and culture, physical and leisure activities, community festivals and multi-cultural events) play a key role in how Calgarians live – in their quality of life and in the prosperity and vibrancy of Calgary.



Developing a Comprehensive Accountability Strategy

Outcomes-focused planning, together with an integrated approach to service delivery and a commitment to sustainable practices demands that Recreation demonstrate accountability to Council, Calgarians, partners, and staff.

As part of implementing the Recreation Master Plan, Recreation will develop a comprehensive accountability strategy as an early step in implementing the Plan. The accountability strategy will be comprised of four related elements:

Engagement

Aligning with the key corporate values of accountability, honesty and responsiveness, a core strength of Recreation is the extent to which the business unit engages Council, Calgarians, partners, and staff in planning and decision-making processes. Public engagement involves needs and preferences research in advance of land planning, as well as product, service or facility development. The 2010 RAGA study is a large-scale example of the potential of well-planned and executed public engagement research.

Integrated Research

Aligning with the commitment to integrated, collaborative service delivery across Community Services & Protective Services, Recreation will capitalize and build upon the broad and diverse business management and social research efforts taking place at a departmental level, and tap into the timely and relevant research taking place across The Corporation, particularly as it relates to demographic and trends analysis, land use and asset management.

Recreation will also work to develop a responsive and robust strategy for helping Recreation's partners to measure and report on the outcomes of their products and services, and to garner the benefits of evidence-based decision-making.

Reporting

Recreation will develop systematic reporting schedules and formats to optimize evidence-based decisions regarding the business unit's products, services, and facilities. The quantitative measures used in these reports will be subject to the routine and diligent application of context.

The benefits to Recreation of detailed reporting structures include a sound understanding of applicable costs and measures against which to weigh competing values, financial imperatives and responsible stewardship of public assets.

Monitoring the Recreation Landscape

Staying informed about current work undertaken in the fields of recreation and recreation delivery is important to help create efficiencies and encourage novel, creative approaches to product, service and facility development. Monitoring the relevant literature, statistical data and research and sharing valuable information within the business unit and beyond, must be a deliberate and focused task.

A great deal of research was undertaken in the process of developing the Recreation Master Plan and will form the basis for developing a more systematic and comprehensive approach to identifying and incorporating relevant internal and external theory, research and data into the daily work of Recreation staff.

MANAGEMENT FRAMEWORK



Moving Forward: Enacting Change

The management framework provides the philosophy and the blueprint for delivering recreation opportunities to Calgarians over the next 10 years and makes a clear commitment to leadership and accountability to successfully achieve the mission: **Enriching Calgarians' lives through recreation.**

Excitement is contagious. As this Plan has gathered momentum, energy levels have been building, along with an eagerness to “get to work” on the bold ideas it contains. To this end, the following Management Framework goals have been set as part of implementing the Recreation Master Plan, and to channel this energy toward real and positive impacts for Calgarians and their communities.

MANAGEMENT FRAMEWORK GOALS

Outcomes-Focused Planning

1. A Recreation for Life service approach guides product, service and facility planning and investment decisions.
2. A Collaborative Service Delivery Model is utilized in the identification, development and delivery of recreation opportunities.
3. Recreation's organizational culture encourages collaboration, supports innovation and creates a dynamic workplace.

Sustainable Practices

1. A comprehensive accountability strategy directs evidence-based decision making within Recreation.
2. Evaluations corresponding with three-year business planning and budget cycles monitor progress of the Recreation Master Plan.

Integrated Service Delivery

1. An integrated regional management model enhances recreation planning and service delivery.
2. Strong collaborative working relationships within Community Services & Protective Services and across The Corporation improves recreation service delivery.
3. Collaborations and partnerships with community and multi-sector service providers result in increased recreation opportunities for Calgarians.



SERVICE DELIVERY



Calgarians indicated their number one reason for participating in City-run recreation programs was the consistent quality of these programs.

– *Recreation Amenities Gap Analysis, 2010*

A Renewed Commitment to Customer Service

Recreation is known for providing Calgarians with high-quality customer service. Indeed, exceptional customer service is a pivotal part of the experience of public recreation and a key component of the public value that Recreation produces. It sets the stage for reaping the benefits of recreation by creating the very supportive and inclusive environments directed by a Recreation for LIFE service approach.

Building on this strength, Recreation has begun the development of a new customer service model to provide a consistent and comprehensive approach to customer service across all facets of Recreation's business to further enrich Calgarians' recreation experiences.

A commitment to customer service includes clean and well-maintained facilities, professional staff, exceptional instructors and affordable recreation opportunities. It involves creating a dynamic and energetic organizational culture that

empowers staff to take pride and ownership in the delivery of recreation products, services and facilities. It also includes using technology to open channels for accessing information about products, services and facilities, and to make it easier for customers to learn about, and participate in, recreation opportunities and to provide feedback. Finally, it entails using business intelligence and research to understand customers' needs and preferences.

This work is in its initial stages. Early progress includes research into customer experiences in Recreation facilities, programs and services. In addition, the **webwave** project will transform and enhance Recreation's online presence, and the adoption of a digital strategy will guide efforts to identify and incorporate digital tactics in alignment with broad business objectives. The digital strategy not only has implications for enhancing customer service, its benefits will extend to marketing, information exchange, research and evaluation across the business unit.

Products and Services

Recreation is involved in the delivery of a variety of products and services aimed at building a strong and vibrant city and meeting the individual needs of Calgarians. The types of products and services delivered, who they target, how, where and when they are delivered are influenced by Council policies and priorities, citizens' needs, emerging recreation trends, community profiles, community partners, operational sustainability and facility/amenity availability.

Facility-Based Products and Services

Structured and Unstructured Programs

Recreation delivers a balance of short-term, ongoing and seasonal, structured and unstructured recreation programs for Calgarians that are located primarily within the facilities it operates. Ranging from arts, culture, dance, fitness and sport, to day camps, playschool and certifications, these programs are typically aimed at the introductory and entry skill level and are designed to be accessible to all.

Evidence that Recreation's programs are relevant and responsive to the needs of Calgarians is shown through citizen engagement studies. Eighty-seven per cent of Calgarians rated City-run recreation programs as "good" or "very good" in 2009. The top reason for participating in City-run recreation programs cited was the consistent quality of the programs being delivered.²⁰

Admissions and Passes

In recognition of the important contributions of recreation toward individual and community outcomes, The City of Calgary is committed to ensuring a variety of affordable recreation opportunities are available to Calgarians. In addition to offering a wide breadth of recreation programs, tax-supported admission and pass rates are offered at Recreation's aquatic centres and leisure centres, as well as at arenas during public skating times. Admissions and passes allow Calgarians to participate in a range of self-directed activities including swimming, skating, fitness and gymnasium activities. With time constraints identified by Calgarians as a barrier to recreation,²¹ offering flexible opportunities is an important component of responsive service delivery.

Facility Rentals

Calgary is fortunate to have strong community partners and recreation organizations, often run by or with volunteers, serving citizens and communities throughout the city. Many of these organizations deliver recreation programs, operate sport leagues, or manage social clubs, and rely on The City to provide affordable recreation facility space.

In addition to renting its own facilities, Recreation also co-ordinates the rental of school gymnasiums, theatres, cafeterias, classrooms, and sports fields to recreation organizations on behalf of both the Calgary Board of Education and the Calgary Catholic School District in accordance with the *Joint Use Agreement*. Recreation also rents city sports fields, tennis courts, parks, picnic areas and green spaces to the public on behalf of the Parks business unit.

87% of Calgarians rated City-run recreation programs as "good" or "very good" in 2009.

– *The City of Calgary 2009 Citizen Satisfaction Survey*

SERVICE DELIVERY

Ancillary Services for Facility Visitors

Recreation provides a range of value-added services at many facilities to enhance the customer experience. Some examples of these services include babysitting, sale of goods, sale of food (including concessions, catering, vending machines), equipment rentals and servicing, and lease of commercial space in facilities.

Recreation's Low-Income Strategy

The City of Calgary has identified affordability of public goods and services as one of its principles in the *Fair Calgary Policy*. Its importance is reiterated in the *User Fees and Subsidies Policy*, as well as the *Community Services Program Policy*. Recreation's latest public engagement research shows affordability of recreation opportunities is an important issue for Calgarians throughout the city.²²

To increase the affordability of recreation opportunities, Recreation has adopted a Low-Income Strategy. This strategy ensures the provision of a variety of free and low-cost recreation opportunities for both the general public and low-income Calgarians. One of the major initiatives is the Fee Assistance program. Through Fee Assistance, eligible low-income Calgarians can register for Recreation's programs and gain admittance to Recreation's facilities at significantly reduced rates. Groups working with eligible low-income citizens can access opportunities for their groups at a reduced rate as well.

To increase accessibility and broaden the range of recreation activities available to low-income Calgarians, The City has recruited other recreation service providers to participate in the Fee Assistance program. In addition, Recreation offers free or low-cost activities at its facilities for the general public.

“I am so appreciative of the Fee Assistance program. My children would not have been able to participate in all the recreation programs that they have had it not been for this Fee Assistance program... I think Calgary is the best place to live. Thank you to The City for having such a wonderful program for the young and older people to participate in...”

- Fee Assistance Client



Community-Based Products and Services

Sport and Tourism Development

The City of Calgary acknowledges the significant social and economic impact of sport to the community and to the quality of life of Calgarians. The City's goal, with regards to sport development, is to provide a dynamic sport environment that enables all Calgarians to experience and enjoy involvement in sport from entry-level to high-performance and to profile and market Calgary as a proactive sport community.

Recreation is designated as the single window into The City on sport development initiatives, and works to raise the sport development profile in Calgary. By providing direct liaison support to the Calgary Sport Council and Calgary Sport Tourism Authority and working closely with other government agencies and initiatives such as the *Canadian Sport Policy*, *Canadian Sport for Life's Longterm Athlete Development* and the *Alberta Sport Plan*, The City of Calgary takes on an essential role in creating a vital sport system.

Recreation also relies heavily on community sport groups to provide the majority of entry-level to high-performance sport programming in Calgary. To this end, The City has formed partnerships with approximately 60 sport organizations that have entered into City indoor and/or outdoor facility lease agreements.



SERVICE DELIVERY

Festivals and Events

The City of Calgary has a long history of hosting festivals and events (including sport, fine arts and performing arts) that showcase Calgary as a dynamic city. In response to public demand, the number of festivals and events supported by The City has steadily grown. In 2009 alone, Recreation hosted over 300 festival and event days including the Juno Awards, the Gemini Awards, World Skills, and the Grey Cup. Attendance at these types of festivals and events has been steadily increasing.

The *Festival and Event Policy*, approved by Council in 2010, provides a foundation for the effective development, management and resource allocation of services throughout The City of Calgary for festivals and events on City-owned land. It also outlines the process for bidding for and hosting major events involving City of Calgary Administration.



Arts and Cultural Development

Beyond the registered and drop-in products and services that Recreation provides through its art centres, Recreation supports the development of various arts and culture initiatives within Calgary and works with community and public sectors to address common goals around cultural diversity.

Recreation provides direct liaison support to the Calgary Arts Development Authority and acts as the single window into The City on arts and culture related initiatives. Calgary Arts Development Authority works in conjunction with various arts and culture organizations and is a central hub for researching, promoting, and leading strategic initiatives in the arts that positions Calgary as a vibrant cultural centre.

Recreation is also responsible for the management and administration of the Public Art Program. The Public Art Program, with advisory support from the Public Art Board, is responsible for the management and stewardship of the public art collection, including the Civic Art Collection, the "1% for public art" component of corporate capital construction, and public art program development and delivery. In addition, the Public Art Program provides expertise and support to community groups, partners and private developers engaged in public art through City-driven initiatives.

Recreation also manages the Community Cultural Development (CCD) program, an arts-based community-building process that involves collaboration between artists and communities to creatively address community issues. CCD facilitates a broad spectrum of multidisciplinary projects, programs and partnerships that foster public participation, social development and community asset building. Recreation provides advocacy, education, support and facilitation of CCD projects throughout Calgary.

Facilities

Calgary's publicly accessible recreation facilities are as varied as the communities they serve. From indoor to outdoor, small to large, multi-purposed to specialized, they all contribute to creating **An active, creative and vibrant Calgary**. Recreation facilities are more than just places to recreate. When built and managed with community needs in mind, they are cornerstones to complete communities. As well they are important components of the public realm, creating a "sense of place" for Calgarians by offering spaces to interact.

The majority of facilities managed by Recreation were built in the 1960s and 1970s. Many of these facilities are now operating at or beyond their capacity and have not kept pace with facility technological improvements. As well, many are in need of retrofitting, technological advancements, upgrades, and additions, and are nearing the end of their expected life span.

The City has been successful in moving forward with several facility development and redevelopment projects by partnering with organizations and leveraging funding with other levels of government. In 2007, the Government of Alberta announced the allocation of capital infrastructure funding through the Municipal Sustainability Initiative. \$331 million is earmarked for recreation infrastructure and \$165 million is earmarked for culture related infrastructure. Several facility upgrades and new facility investments will occur as a result.

Facility Investment Principles

Recreation's products and services, including a Recreation for LIFE service approach, can only be successful with the right infrastructure in place to support them. The following set of principles have been developed to guide Recreation in facility infrastructure investment decisions which will aid in achieving the desired individual and community outcomes.

Facilities as Community Hubs

Facility investment decisions will enhance neighbourhood integrity and support opportunities to position facilities as cornerstones to complete communities.

Recreation will be intentional in positioning facilities as cornerstones to complete communities and Recreation facility investment decisions will complement, not compete with, existing partner facilities. Within each facility, Recreation will increase opportunities for conversation and social gathering, explore opportunities to connect with the community and find innovative ways to become an access point for a wide range of community and city-wide programs, services and events. Facility development and revitalization projects will also be designed to enhance neighbourhood integrity, promote civic pride and, wherever possible, will be co-located with or leased to other complementary service providers such as libraries, health, community and/or social services.



SERVICE DELIVERY

Range of Recreation Opportunities Across the Facility Continuum

Facility investment decisions will support a wide range of recreation opportunities, from introductory to high-performance, from neighbourhood to city-wide and special attractions, and be designed to create synergies in skill and interest development.

In order to support both communities of geography (people living in a certain area) and communities of interest (user groups and organizations) Calgarians need reasonable access to a variety of facility-based recreation opportunities. These range from the small neighbourhood facilities that are within walking distance from people's homes to the large city-wide and special attraction facilities that draw visitors from all over the city and beyond.

Calgarians are also interested in having access to facilities that offer introductory or entry-level recreation skill development, as well as facilities that cater to high-performance athletes and artists. The types of facilities and facility-based recreation opportunities Recreation provides (e.g., skating, soccer) may differ from one region of the city to another based on the confines of existing infrastructure or differences in needs and preferences determined through public consultation.

Balance of Growth and Existing Facility Infrastructure Investment

Capital investment decisions will be done in a manner to achieve an equitable balance between existing facilities and the infrastructure needs of tomorrow.

When prioritizing facility investment needs, funding for new development will not be at the expense of the sustainable operations of the existing recreation facility infrastructure. With current facilities aging, a service provision gap in newer communities, a trend toward increasing population density and limited financial resources available, it is critical that capital investment take a holistic approach in facility development.

Increased investment is required in Recreation's existing facilities to bring the facilities up to best practice asset management standards, extend their asset life and create capacity for more users as population density in Calgary increases. The development of new facilities should be done in conjunction with strategies that complement the operations and provision of the existing facility infrastructure.

By entering into partnerships, The City is able to enhance the number of publically accessible recreation opportunities without increasing its operating budget and still provide input into the facility standards and operations.

Facility Grouping and Amenity Bundling

Facility investment decisions will support grouping of facilities and bundling of amenities, where appropriate, to expand user opportunities, optimize service options and support economies of scale.

Consultations with Calgarians have indicated they value multi-purpose facilities with complementary amenities over smaller single-purpose facilities.²³ Existing single-purpose facilities should be expanded to incorporate additional complementary amenities and services, where land is available and where doing so will generate more public value for Calgarians. Bundling of complementary amenities will be an important factor in the design of new facilities.

Flexible Facility Designs to Accommodate Changing Needs

Facility investment decisions will ensure, to the degree possible, facilities are flexible in design, with opportunities to accommodate a wide a range of use, and the ability to be converted to other uses in the future.

To be responsive to changing needs, facilities should be able to both maximize program flexibility and adapt to changing community life-stages, socio-demographics and/or recreation needs. Recognized sport facility development standards will be used in the planning of new recreation facilities, where appropriate, provide appropriate amenities for introductory to high-performance sport opportunities and increase the usage potential of these sites.

In 2007, the Government of Alberta announced the allocation of capital infrastructure funding through the Municipal Sustainability Initiative. \$331 million is earmarked for recreation infrastructure and \$165 million is earmarked for culture related infrastructure. Several facility upgrades and new facility investments will occur as a result.

Integrated Land Acquisition Strategy

Facility investment decisions will be informed by the Community Services & Protective Services Land Acquisition Strategy.

Recreation is committed to working collaboratively with the other business units within Community Services & Protective Services to develop an integrated land acquisition strategy in 2010. The purpose of the strategy is to provide an interdepartmental framework to co-ordinate land acquisition and disposal in order to obtain effective and efficient use of land parcels owned by The City. The end result will be an inclusive, collaborative, integrated approach to optimize valued services for Calgarians.

Total Asset Management Program

Facility investment decisions will be informed by Recreation's Asset Management Program.

With aging infrastructure, competing facility revitalization and development needs, limited financial resources, stricter compliance standards and changing community needs, it is becoming increasingly important that Recreation be able to anticipate specific facility needs. In addition Recreation needs to know how to best position Calgary's facility infrastructure inventory as a whole to serve the needs of Calgarians both now and in the future.



SERVICE DELIVERY

Expanding its current asset management system, and in alignment with corporate policy directives, Recreation is developing a comprehensive Total Asset Management Program to form the framework for capital investment decisions. Encompassing all of Recreation's assets, both indoor and outdoor, it will include information such as the Infrastructure Status Report, risk assessments for facilities' major operating components and asset level of service standards for each facility.

The Total Asset Management Program will also incorporate an analysis of facility operating costs, revenue generation and usage volumes, facility service areas and catchment areas, as well as public engagement and research that will inform level of service standards and the sustainability of each facility in the context of the entire facility inventory.

Continued registration with ISO 14001, along with research into best practices and emerging technologies focused on reducing environmental impacts and improving operational efficiencies, safety and expected asset life, will be employed to guide Recreation in the effective management of its assets.

Physical and Geographic Facility Accessibility

Facility investment decisions will ensure, to the degree possible, that facilities are physically and geographically accessible to users of all ages and abilities.

Where possible, new recreation facilities will be located where they can be accessed by a variety of transportation modes. Ideally they will be situated on major transit routes and be linked to the pathway system to increase accessibility of these facilities to Calgarians. Recreation will also aim to equitably situate facilities throughout the city to provide all communities with access to a wide range of recreation opportunities.

As well, principles outlined in The City of Calgary's *Universal Design Handbook* will be considered in facility development/revitalization. Consultation with the Advisory Committee on Accessibility will also be included in facility development/revitalization projects to align the principle of universal design with the implementation of The City of Calgary's *Access Design Standards*, 2010.



Facility Safety and Sustainability

Facility investment decisions will ensure long-term sustainability of quality facilities by incorporating safe and sustainable operating and building practices.

As a public steward and leader in the provision of recreation services in Calgary, Recreation will deliver and maintain quality facilities that adhere to high safety and environmental standards. In the development of new facilities, Recreation will also encourage efficient design to capitalize on low maintenance requirements and employ life-cycle maintenance management systems to extend the life expectancy of these facilities.

Recreation will facilitate sustainable land planning stewardship in collaboration with other City departments and in collaboration with its partners. Opportunities will be explored to conduct consumption audits of partner facilities to make recommendations for improvement.

Partnership Opportunities

Facility investment decisions will support partnering opportunities that generate public value for Calgarians.

Recreation values its partners and other recreation service providers throughout the city as vital contributors to the overall spectrum of recreation opportunities available to Calgarians. Where opportunities exist to pursue partnerships for the development of new recreation facilities, the Collaborative Service Delivery Model (see p. 23) will be used to determine the partnership arrangement that best generates public value.



Partnerships

Partnerships are vital to designing livable, sustainable, and complete communities. They play an integral role in maintaining a high quality of life for Calgarians through the provision of a variety of services in recreation, sport, arts and culture, tourism, parks, active living, and social services.

The City of Calgary is engaged in over 300 formal and diverse partner relationships. The nature of the partnership could involve City land, operating and/or capital funds. Partners contribute extensive financial and voluntary resources each year in their relationship with The City. Engaging in partnerships has reduced internal costs and leveraged extensive knowledge and resources for citizens.

Shifts in the economic environment, demographic adjustments, and the changing role of municipal government, business and the non-profit sector are all impacting Calgarians' lives. Working in this reality means recognizing that no one sector can work in isolation to effectively address recreation needs and municipal issues.

Recreation's partner relationships are complex due to the need to balance policy and process development with emerging issues in a dynamic, multidisciplinary, and politicized environment. Furthermore, tighter accountability requirements, increasing service demands, decreasing volunteerism, and aging partner facilities requires a continual balance between the resource needs of Recreation's operations with those of its partners.

Despite these challenges, there is a great deal of benefit and value created for the citizens of Calgary through partnerships. Partnerships successfully maximize the impact of both The City's and partners' respective resources.

Recreation is committed to building the necessary internal capacity, and providing appropriate resources to facilitate community and strategic partnership development. By working in collaboration with partners, numerous diverse opportunities and activities have been, and will continue to be, created and leveraged. Given Recreation's success with partnerships over the years and a move towards an integrated service delivery approach, Recreation anticipates that partnerships will continue to play a strategic role in service provision over the next 10 years.



Moving Forward: Creating Change

As shown, the breadth and scope of Recreation's service delivery is vast. The Recreation Master Plan provides a new strategic direction that builds on current strengths and represents the potential for bringing an exciting and successful decade of innovative and responsive recreation opportunities to Calgarians. Realizing this potential depends on effectively resourcing and implementing the Plan, by setting goals and by delivering on them.

The service delivery goals outlined on the following pages have been established for products and services, facilities and partnerships to provide the tangible steps toward making the vision of **An active, creative and vibrant Calgary** a reality.



PRODUCTS AND SERVICES GOALS

Outcomes-Focused Planning

1. A range of products and services that improve access to recreation opportunities for Calgarians are provided that align with relevant corporate policies and the Recreation for LIFE service approach.
2. The availability of space in facilities for public use is maximized through regional coordination and revised facility rental and allocation guidelines.
3. Calgarians experience high-quality customer service through:
 - a. The implementation of a comprehensive total customer experience model.
 - b. The delivery of relevant program offerings and facility/community-based services.
4. Sport development and sport tourism is supported through partnerships with the Calgary Sport Council and the Calgary Sport Tourism Authority and through liaising with community sport organizations.
5. Community cohesion and cultural vibrancy is enhanced through providing opportunities for social interaction, festivals, sport events, community gatherings, public engagement, cultural celebrations and special events.
6. Arts and culture development is supported by:
 - a. Partnering with the Calgary Arts Development Authority.
 - b. Collaborating with other service providers on community cultural development initiatives.
 - c. Managing the Public Art Program.

Integrated Service Delivery

1. A regional planning and delivery approach is utilized within Recreation that includes co-ordinating:
 - a. Support for programming.
 - b. Facility admission, pass and rental allocation strategies.
 - c. Relevant facility and community-based product and service development and delivery.
 - d. Pro-shop and concession purchasing and services.
2. Recreation supports the implementation of the Community Services Program Policy by:
 - a. Collaborating with regional programming teams.
 - b. Supporting the establishment of collaborative marketing and communication plans.
 - c. Assisting with the development of a three-year Community Services program strategy.

Sustainable Practices

1. Comprehensive business intelligence contributes to operational sustainability by enabling:
 - a. Ongoing product and service analysis.
 - b. Relevant product and service enhancements.
 - c. Improved service efficiencies and effectiveness.
2. Technology is used to improve customer experiences, enhance marketing and communication of recreation opportunities, and inform business planning decisions through the implementation of a digital strategy and the **webwave** project.

FACILITIES GOALS

Outcomes-Focused Planning

1. Recreation facilities act as cornerstones to complete communities and are equitably situated throughout the city and across the facility continuum.
2. Recreation facilities are physically accessible to all Calgarians.
3. Flexible facility design practices will be utilized to accommodate changing community needs.
4. Facility investment decisions support grouping facilities and bundling amenities, where appropriate.

Integrated Service Delivery

1. Facility asset management and investment decisions are based on a strategic, integrated approach, resulting in a prioritized capital investment plan for facilities operated by Recreation and its partners.
2. The Community Services & Protective Services Land Acquisition Strategy aligns Recreation’s Total Asset Management program with corporate directives.
3. Recreation facility provision is enhanced through citizen engagement, community collaborations, and strategic partnerships.

Sustainable Practices

1. A comprehensive Asset Management Plan guides facility investment decisions, including:
 - a. Expanded Infrastructure Status Reports to include all facilities and major amenities.
 - b. Risk assessment for facilities’ major operating components.
 - c. Identification of asset level of service standards.
2. Quality stewardship of Recreation’s facility assets is demonstrated by maintaining all facilities at defined condition ratings and by revitalizing existing recreation sites to optimize land usage.
3. Long-term sustainability of golf courses is supported through a comprehensive operating review and capital development plan.
4. Environmental responsibility is fostered by a commitment to best practice research, the utilization of emerging technologies that reduce environmental impacts, and by proactive leadership in environmental stewardship.



PARTNERSHIPS GOALS

Outcomes-Focused Planning

1. Partners are supported by:
 - a. The provision of strategic consultative, liaison, policy and planning support as identified in specific partnership agreements.
 - b. The demonstration of balanced and transparent reporting, accountability and communication processes.

Integrated Service Delivery

1. A strong internal partner service delivery system is demonstrated through:
 - a. The development and implementation of a corporate partnership policy and partnership management framework for Recreation.
 - b. The establishment of co-ordinated and collaborative processes to working with partners.
 - c. The delivery of internal partnership management consultative services.

Sustainable Practices

1. Recreation facilitates the stewardship of public assets that are leased/licensed to community associations, social recreation organizations and other partners by:
 - a. Reviewing operating and governance agreements.
 - b. Facilitating strategic planning.
 - c. Examining budget allocation practices and priorities for partner facilities.
 - d. Assisting partners to develop sustainable buildings and infrastructure.
 - e. Co-ordinating strategic operating and capital funding for partners.



LIVING CHANGE

The Recreation Master Plan outlines the broad goals for business management and service delivery over the next 10 years. Implementing this Plan will involve developing the specific objectives and strategies that will build toward achieving these goals.

The objectives and strategies will then be implemented according to priorities set in Recreation's three-year business plans. Resourcing will come from a combination of mill-rate support and other funding options, including incentives, user fees and support mechanisms for community organizations.

On a daily basis, however, making the Recreation Master Plan a reality must begin with Recreation staff. It is staff that will execute the mandate to **develop and manage a comprehensive recreation service delivery continuum** through the Recreation for LIFE service approach and the Collaborative Service Delivery Model. A strong organizational culture is where these efforts begin.

To provide quality customer service and to nurture innovation in a context of changing and competing demands, Recreation will strive to develop and sustain a learning organization. Learning organizations are defined as:

"Organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together."²⁴

Learning organizations have several benefits including the ability to improve the quality of customer service, as well as service adaptability and responsiveness in the face of external pressures and changing contexts. Developing a learning organization aligns with the goals and priorities of the corporate Strengthening the Workplace initiative.

Recreation's commitment to engagement extends to Recreation staff in two key ways. First, staff provides a wealth of information to aid in identifying community needs, in developing relevant and innovative recreation opportunities and in steering strategic planning efforts. Second, staff engagement is a key aspect of building and maintaining a strong and supportive organizational culture by encouraging feedback on all aspects of job satisfaction, from work/life balance to managerial support and a sense of belonging.

Ultimately, making the Recreation Master Plan a reality for Calgarians over the next 10 years will require diligence, dedication, and passion. Being in the business of providing opportunities which build **An active, creative and vibrant Calgary** is a privilege; sharing this vision is a pleasure.



GLOSSARY

Accessible: Able to access and participate in a wide choice of quality programs, services and facilities.

Accountable: The obligation to demonstrate and take responsibility for performance in light of agreed expectations.

Amenity: A component of a recreation facility where an activity takes place such as a pool basin, sport field, gymnasium, or multi-purpose room.

Arts: Includes all forms of creative expression, including formal and informal arts, as well as art made in for-profit and not-for-profit settings. This definition includes traditional definitions of art, such as the performing arts, literary arts, visual arts and the applied arts. The definition is also meant to capture the broad range of arts that impact the everyday lives of Calgarians. (Calgary Civic Arts Policy - CSPS001)

Business Intelligence: Business intelligence refers to skills, technologies, applications and practices used to help a business acquire a better understanding of its commercial context. Business intelligence may also refer to the collected information itself.

Collaborations: A process that involves a mutually beneficial relationship between parties that builds on shared outcomes.

Community: A group of individuals, families or organizations that shares common values, attributes, interests and/or geographic boundaries.

Community Hubs: A central, multi-use gathering place that fosters community vitality and brings people together to share information and obtain services.

Community Health/Well-being: A broad indicator of quality of life. It is measured through individual and community health, fitness, lifestyles, environment, safety, and cultural and social indicators. It also defines a policy and service approach – building community health is an investment in people and society.

Community Vitality: Vital communities are characterized by strong, active and inclusive relationships between residents, public sector, private sector and non-government organizations that work to foster individual and collective well-being. They are able to create, adapt and thrive in a changing world and thus improve the well-being of citizens.²⁵

Complete Communities: Complete communities are vibrant, green and safe places, where people of varying ages, incomes, interests and lifestyles feel comfortable and can

choose between a variety of building types and locations in which to live and where daily needs can be met. Complete communities include a range of housing and community services, schools and recreation facilities. The diversity within complete communities provides more choices, so that residents have the opportunity to live and remain in their own neighbourhood as their housing needs change over their lifetime.²⁶

Culture: The collection of distinctive traits, spiritual and material, intellectual and affective, which characterize a society or social group. It is a broader concept than “arts”, comprising modes of life, human rights, value systems, traditions and beliefs.²⁷

Cultural Diversity: The presence and participation of many different cultural communities within the general culture of a society and the explicit recognition that the contributions and participation of all cultural communities have the potential of equal value and benefit to society-at-large.

Diversity: All of the ways in which we differ, including but not limited to ability, age, sex, sexual orientation, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, family or marital status.

Evidence-Based Decision Making: Decisions are made based upon clear and concrete evidence developed through sound research and information gathering practices.

Innovation: The act or process of innovating; something newly introduced; a new method, custom, device, etc.

Integrate: The act of co-ordinating resources, services and programs to address common goals, to reduce duplication and improve efficiency and effectiveness.

Life-long learning: Opportunities for continuous growth and development across the lifespan.

Needs: The gaps between what are defined as essential conditions in the community for adequate quality of life and what actually exists there. These conditions are not absolute; they are relative to the criteria used by whoever is defining the need.

Neighbourhood: A neighbourhood is typically considered as an area within walking distance of a local commercial area, school, park, transit station etc.²⁸

Outcomes: The actual effect, impact, benefit or change for the participant(s), the community or the city during or after the program or service.

Outcome-Based: Making decisions and taking actions with a focus on the desired outcomes.

Partnership: A formalized working relationship between The City of Calgary and one or more non-profit organizations with independent accountabilities, in which they agree to co-operate on the delivery of a program, project, or service to fulfill the objectives of The City.

Public Engagement: Opportunities Recreation provides for the public and interested stakeholders to provide input. This ensures that the provision of products, services and facilities are meeting the needs of Calgarians. The engagement opportunities adhere to the guidelines in the engage! Policy (FCS002).

Public Value: Simply defined as “what the public values”.²⁹ While public value is clarified and authorized by the public, it is created by public service organizations (e.g. municipal Recreation business units) in decisions about what services to provide and how to provide them.

Quality of Life: Quality of life is the overall enjoyment of one’s life. It is a healthy balance between work and family life, vocation, recreation, accumulating wealth and maintaining good health.

Recreation Amenities Gap Analysis (RAGA): A large-scale research study completed in two phases to inform the development of the Recreation Master Plan. It explored the recreation needs and preferences, motivation, satisfaction, gaps, barriers and opportunities on a city-wide basis. The research consisted of demographic analysis, research synthesis, stakeholder consultation, telephone surveys and focus group research. Altogether RAGA included quantitative feedback from 6000 Calgarians throughout the city, plus qualitative feedback gathered through eight focus groups which targeted specific demographic and regional cohorts.³⁰

Recreation: The City of Calgary defines “recreation” as including sport, arts and culture, physical and leisure activities.

Stewardship: Managing, caring for and maintaining assets.

Social Cohesion: Social cohesion is the ongoing process of developing a community of shared values, shared challenges and equal opportunity within a community, based on a sense of trust, hope and reciprocity among all its members. Central to social cohesion is the willingness of people to work together to create a prosperous community for everyone. Elements include trust in the community’s people and institutions, respect for diversity, a sense of belonging, reciprocity (people contribute even when there may be no direct personal benefit) and participation of people in community decision making.³¹ Social cohesion is sometimes referred to as the bond or glue that keeps people together.

Social Connections: Social connections are the networks that are built when people come together around a common interest or purpose. Generally these networks begin with people who are unlike one another except for the common interest or purpose.³² Through these social connections people develop common understandings and become connected with people unlike themselves.

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 from introductory to high-performance). Further details are provided in Appendix F of *A 10 year Strategic Plan for Sport Facility Development and Enhancement*.

Sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs. It includes environmental, economic and social sustainability. Sustainability is defined by the *11 Sustainability Principles for Land Use and Mobility*, approved by Calgary City Council 2007 January 8.

User Fees: The fees that Recreation charges for its products and services. Fees charged align with the User Fees and Subsidies Policy (FCS013).

Vibrant community: A vibrant community is a place that is pulsating with life, vigor and activity (Adapted from Merriam-Webster’s online dictionary). The physical environment is safe and attractive and there are many opportunities for people to be active, create, connect, participate and have fun.

* Some terms in this glossary were adapted from The City of Richmond’s Parks, Recreation and Cultural Services: A Master Plan for 2005-2015: 2006

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This Recreation Master Plan is a vision for what is possible in the area of recreation service provision in Calgary over the next 10 years. Thank you to the many internal and external stakeholders for sharing your vision, insight and expertise throughout the development of this Plan.

THE CITY OF CALGARY RECREATION MANAGEMENT TEAM

The City of Calgary Recreation Management Team provided the leadership and vision that shaped this plan.

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THE CITY OF CALGARY RECREATION STAFF

Recreation staff provided their expertise in the development of the Recreation Master Plan in a variety of ways. Their support, passion and enthusiasm will continue to be the strength of Recreation.

STAKEHOLDER ADVISORY COMMITTEE

The Advisory Committee consisted of 33 stakeholder groups representing various business units within The City of Calgary as well as community partners working in the area of recreation service provision. This committee provided input into the direction, focus and scope of the Plan. Their insight and thoughtful questions were of great value throughout the course of the Plan's development.



