

# STRATEGIC PLAN 2023 - 2026

sport  
**calgary**  
be part of the energy™

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# MISSION, VISION, VALUES



## MISSION

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



## VISION

Ensuring Calgary thrives through sport for everyone



## VALUES

Health & Fitness  
Diversity  
Accountability  
Community Well-Being  
Partnerships  
Transparency  
Service Quality

# SPORT CALGARY'S FUTURE FOCUS

**By 2026, we want to be known for:**



## **Building Opportunities for Community Sport**

- Our attention and emphasis will target equity-deserving groups
- We will proactively break down barriers to community sport participation such as financial, social, cultural, safety, access and availability
- We will go from good to great in advocating for community sport



## **Enabling Collaboration Across Sport Groups to Cultivate a Self-Supporting Ecosystem**

- We will serve as a capacity builder for the sport community, amplifying impact by connecting sports organizations to each other
- We will bring power to the sector, being a convenor that facilitates raising issues that are relevant across the ecosystem



## **Growing Value through Sport Calgary Membership**

- Increase our reach by ensuring equity-deserving stakeholders are part of our membership base
- Through assessment of what drives the most value to our membership, tune our offering to improve relevancy, the return on impact, and return on investment to our membership

# 2023-2026 STRATEGIC PRIORITIES

## Strengthening Community Sport

We strengthen the Calgary sport ecosystem through broad and diverse engagement.

We are a driver for meaningful growth in community sport participation, focusing our attention, effort and advocacy on supporting those that lack awareness and capacity for sport.

## Optimize Member Services

Sport Calgary is relevant to its members, providing a meaningful impact to those we serve by stabilizing, structuring and supporting a robust membership model.

Providing value in all that Sport Calgary offers, we will optimize services to our members while ensuring our mandate is fulfilled.



## Building Recognition & Partnerships

Recognized as a leader in community-based sport in Calgary, we provide opportunities and support to our partners to influence and advocate for the growth of sport and its benefits to all Calgarians.

Using our position as a leader in sport, we will build meaningful partnerships to ensure sport is a safe, welcoming and inclusive place for all to enjoy.

## Organizational Sustainability

With a focus on financial sustainability and healthy partnerships, Sport Calgary will continue to provide resources to grow and develop sport in Calgary.

We will align our capacity and capabilities to drive performance and best deliver on our 2026 goals ensuring we are using our resources efficiently and effectively.

# SP1 | STRENGTHENING COMMUNITY SPORT

We strengthen the Calgary sport ecosystem through broad and diverse engagement.

We are a driver for meaningful growth in community sport participation, focusing our attention, effort, and advocacy on supporting those that lack awareness and capacity for sport.

Key Results	Strategies
<ul style="list-style-type: none"> <li>• Increase community-level sport opportunities</li> <li>• Increase community-level sport participation</li> <li>• Develop a Community Sport Advocacy Position that represents our members and stakeholders</li> <li>• Sport Calgary members adhere to safe sport principles</li> </ul>	<p><b>1.1 Develop Community Sport Growth Plan:</b> Plan development that includes support for Sport Providers, enabling growth in capacity and capability.</p> <p><b>1.2 SC Sport Discovery Events Growth Plan:</b> Annual plan development that drives towards increased capacity and participation in ASOD/ ASOC and the introduction of ASOCommunity. SC will customize sport discovery events to selected underrepresented communities.</p> <p><b>1.3 ASOcom Participation Plan:</b> Development of an event plan in support of ASOcom participation.</p> <p><b>1.4 Advocacy Position Plan Definition and Execution:</b> Creation of a framework for conducting member &amp; stakeholder engagement/consultation to define priority issues. Creation of an advocacy position (agenda) in consultation with key partners crafting SC's position on the issues (i.e. Safe Sport, Sport Infrastructure, Sport Policy). Development advocacy plans, per issue. Track &amp; report on progress quarterly.</p> <p><b>1.5 Safe Sport Standards Development and Rollout:</b> Assessment of Safe Sport standard adoption in the community sport eco-system and determination of how SC is best positioned to influence and improve sport safety. Rollout of standards, including advocating for safe sport; promoting the benefits of safe sport principles adoption to all community sport stakeholders. Track adherence.</p>

# SP2 | OPTIMIZE MEMBER SERVICES

Sport Calgary is relevant to its members, providing a meaningful impact to those we serve by stabilizing, structuring and supporting a robust membership model.

Providing value in all that Sport Calgary offers, we will optimize services to our members while ensuring our mandate is fulfilled.

Key Results	Strategies
<ul style="list-style-type: none"><li>• Member Service Offering Revised, providing a clear value proposition to our types of members.</li><li>• Baseline of Member Satisfaction Scores established. Targets for increased scores established.</li></ul>	<p><b>2.1 Member Services Review, Refine &amp; Realignment Plan:</b> Conduct needs assessment to understand the needs of various members. Evaluation of current SC offering against the needs of the member types, inclusive of service provision to equity-seeking groups. Development and delivery of a Value-Based Service Model.</p> <p>Implement a measurement process that is data-driven, reporting on member experience and response.</p>

# SP3 | BUILDING RECOGNITION & PARTNERSHIPS

Recognized as a leader in community-based sport in Calgary, we provide opportunities and support to our partners to influence and advocate for the growth of sport and its benefits to all Calgarians.

Using our position as a leader in sport, we will build meaningful partnerships to ensure sport is a safe, welcoming and inclusive place for all to enjoy.

Key Results	Strategies
<ul style="list-style-type: none"><li>• Strengthen Brand Identity &amp; Awareness</li><li>• % Increase in exposure/participation on social media and website</li><li>• % Increase engagement impressions</li><li>• Grow Partner Engagement</li></ul>	<p><b>3.1 Branding &amp; Communications Strategy &amp; Plan:</b> Development of a purposeful and strategic public communications plan, including a results-based social media and earned media plan. Execution of communications plan and results tracking.</p> <p><b>3.2 Develop Revised Engagement Strategy &amp; Tactics:</b> Documentation of target audiences for engagement. Development of communication strategies to fit key and relevant audience targets. Development of resourcing plan and tracking of results.</p> <p><b>3.3 Targeted Partner Engagement Tied to Sport Calgary’s mission, vision and strategy:</b> Complete assessment of partner fit and develop plan to support partners in leveraging SC’s brand and/or in contributing to SC’s advocacy position and value proposition.</p>

# SP4 | ORGANIZATIONAL SUSTAINABILITY

With a focus on financial sustainability and healthy partnerships, Sport Calgary will continue to provide resources to grow and develop sport in Calgary.

We will align our capacity and capabilities to drive performance and best deliver on our 2026 goals ensuring we are using our resources efficiently and effectively.

Key Results	Strategies
<ul style="list-style-type: none"> <li>Adoption of a Performance Measurement &amp; Development process</li> <li>Increased Employee Retention Rate</li> <li>% Development Plans in place</li> <li>Increased City Funding</li> </ul>	<p><b>4.1 Performance Metrics/Measurement Process:</b> Development of a set of performance objectives/measures and a review process for the leadership team, tied to the strategic plan. Objectives to be cascaded to Sport Calgary staff.</p> <p><b>4.2 Employer of Choice Strategy:</b> Identification of where SC can best create a workplace that is highly sought-out by talent. Evaluation and cultivation of workplace elements including recruitment processes, onboarding, role clarity, employee engagement, rewards, growth &amp; development, and culture.</p> <p><b>4.3 Establish Development Plans:</b> Identification of development areas for key staff members to support the achievement of performance objectives. Create, implement, and track development plans.</p> <p><b>4.4 City Relationship Building/Funding Advocacy Plan:</b> Define and implement a relationship building plan to cultivate relationships with Councillors and their teams as well as City administration (Rec, Partnership, Capital investment, communication). Leverage members to influence city financial support.</p>



# SP4 | ORGANIZATIONAL SUSTAINABILITY, continued

Key Results	Strategies
<ul style="list-style-type: none"><li>• Increase diverse revenue sources (30% by 2026)</li><li>• Policy framework up to date and compliance process in place.</li></ul>	<p><b>4.5 Develop and execute a fund development strategy &amp; plan:</b></p> <ul style="list-style-type: none"><li>• Define a set of objectives tied to increasing reliable and sustainable revenues</li><li>• Build a funds development plan with (4 tracks: City Operating Grant, Grant Funding, Sponsorship, Membership Revenue/Other Social Enterprise) and measure results</li><li>• Develop our funds development capacity by building the right relationships that align with our preferred future state, strengthen relationships with government stakeholders, community funders and other partners</li></ul> <p><b>4.6 Define Policies &amp; Procedures:</b> Implement a framework process to identify, review, upgrade and implement policies and procedures for the organization, board, and stakeholders. Priority on P&amp;Ps to address risk and operational needs. Implementation to include accessibility, compliance, and sustainment.</p> <p>Establish policy management process that include regular proactive monitoring and maintenance.</p>