2019 Sport Business Roundtable Participants -

Thank you for participating in the 2019 Sports Business Roundtable (SBR 1); hosted by Mount Royal University’s Institute for Innovation and Entrepreneurship. The fact that over 40 regional sport business leaders attended this SBR 1, reflects the desire for collaboration of a larger regional sport business vision.

The goal of SBR 1 was to capture the passion and expertise of the attendees and explore potential interest in collaborating across our diverse ecosystem; from public, non-profit and private organizations, ranging from speedskating to eSports, and X Games to Rodeo. Based on the energy in the room and feedback from attendees, the goal is to reframe the conversation and vision from the lens of our individual sport elements, to one that is collaborative, holistic and rooted in positioning sport business as a critical catalyst in transforming Calgary and the Bow Valley corridor (“the region”) into Canada’s most livable region.

Our awesome MRU student volunteers typed up almost 500 Post-it Note comments and we then synthesized these comments into high-order themes linked to the broader regional vision and the sport business ecosystem (“sport business”). Following this, we consolidated the “what next” suggestions and online feedback into a collaborative path which we present for your consideration and feedback. This report thus includes:

Section 1: How does sport business drive our community’s vision?

Section 2: Where to from here? What are the priority next steps?

Section 3: A collaborative path forward.

Appendix: Participants, Raw Notes and Photographs

Thank you again for your ongoing support!

David Finch, PhD  
Associate Professor & Associate Director  
Institute for Innovation and Entrepreneurship  
Mount Royal University

David Legg, PhD  
Chair and Professor  
Health and Physical Education  
Mount Royal University
## SPORT BUSINESS ROUNDTABLE 1

### Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:00am</td>
<td>Welcome &amp; Introductions</td>
<td>David Legg</td>
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<tr>
<td>9:10am</td>
<td>Mapping the ‘Sport Business’ Ecosystem</td>
<td>David Finch</td>
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<tr>
<td></td>
<td>• The anchor of a world-class sport city</td>
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<td>9:25am</td>
<td>Community Building as a System</td>
<td>Councilor</td>
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<td></td>
<td>• Defining community priorities</td>
<td>Jyoti Gondek</td>
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<td></td>
<td>• Why building a community-driven business case for sport is critical for ecosystem success.</td>
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<td></td>
<td>• Arts &amp; culture is a template for how the city will invest in a sector that has connected the dots to driving the community-vision.</td>
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<tr>
<td>9:45am</td>
<td>How does sport business drive community vision?</td>
<td>Working Groups</td>
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<tr>
<td></td>
<td>Exercise focused on two inter-related dimensions of the vision:</td>
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<td></td>
<td>• Canada’s most livable region</td>
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<td>• Canada’s destination for talent.</td>
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<td>Challenge:</td>
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<td></td>
<td>• What potential high-leverage areas will have maximum impact on the vision?</td>
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<td>• How does sport link to these areas?</td>
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<td></td>
<td>• Identify potential measures or KPIs</td>
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<td>• Translate these initiatives into questions or actions.</td>
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<tr>
<td>11:00am</td>
<td>Group Presentations</td>
<td>Working Groups</td>
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<tr>
<td>11:30am</td>
<td>Where to from here?</td>
<td>Post-it Note</td>
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<td>• Is there value in collaborating as a holistic sport business ecosystem?</td>
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<td>• If so, what is a recommended path forward for collaboration?</td>
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Participating Groups

SBR 1 hosted 40 members of the regional sport business ecosystem. Refer to the Appendix for a full list of all attendees.

Active for Life
Alpine Canada
The Beach YYC
Bold Counsel
Canadian Sport Institute Calgary
Calgary Arts Development
Calgary Association of Skateboarding Enthusiasts
Calgary Chamber of Commerce
Calgary Economic Development
Calgary Esports League
Calgary Sport & Entertainment Corporation
The Calgary Stampede
Calgary Multisport Fieldhouse
Calgary United Soccer Club
City of Calgary
Glencoe Club
Hockey Canada
INLIV
Manifesto Sport Management
Mount Royal University
SAIT
Olympic Oval
Osten & Victor Alberta Tennis Centre
Platform Calgary
Resorts of The Canadian Rockies
Ryerson University
Sport Calgary
Town of Canmore
Tourism Calgary
Vivo for Healthier Generations
WinSport
YMCA
2026 Yes Committee

SECTION 1: HOW DOES SPORT BUSINESS DRIVE OUR COMMUNITY VISION?

Working groups were tasked with developing a systems map, linking the direct or indirect impact of sport business to pillars of the community. For this report, we focus solely on the pillar of making Calgary and the Bow Valley Corridor, Canada’s most livable region, as many identified the pillar of Canada’s destination for talent was a sub-set of the “livability” pillar.

Below is a synthesis of the major themes that emerged from the five groups. Please refer to the Appendix for the raw notes.

Based on this input, we frame Canada’s most livable region as incorporating nine attributes.

<table>
<thead>
<tr>
<th>Canada’s Most Livable Region...</th>
<th>Canada’s Most Livable Region...</th>
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<tbody>
<tr>
<td>...Is Inclusive</td>
<td>...Is Educated</td>
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<tr>
<td>...Is Economically Vibrant</td>
<td>...Is Active &amp; Healthy</td>
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<tr>
<td>...Is Creative &amp; Innovative</td>
<td>...Is Sustainable</td>
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<td>...Is Proud</td>
<td>...Is Connected</td>
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<tr>
<td>...Is Trusted</td>
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Below we define a theme, provide example descriptors from the working groups and the links to sport business. We have positioned these links in the form of questions and the prioritizing of these will provide a framework for building an evidence-based case for the role of sport business in community building. Essentially, this task focuses on challenging us to transform Calgary and the Bow Valley corridor, into *Canada’s most livable region through sport business*. We are confident that each of these questions have been answered through decades of research (both academic and commercial), so our first priority will be to objectively inventory and synthesize the findings of this research; moving us beyond anecdotes and assumptions. Refer to the collaborative path forward as a recommended approach to this process.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Descriptors</th>
<th>Links to Sport Business</th>
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</table>
| **Is Inclusive**        | Diversity (indigenous, cultural, demographic, life-stage, socio-economic, gender, physical), accessible, social equality and inclusion | 1. Does sport facilitate inclusion? What are the barriers to inclusivity in sport? If so, how?  
2. Does sport facilitate interconnectedness in a community? If so, how?  
3. How do sport facilities need to evolve based on shifting diversity?  
4. How does geographic proximity influence sport engagement?  
5. Are social factors important for sport engagement?  
6. Does sport create opportunity for families to be engaged – as participants or as fans - in sport together?  
7. What are the emerging sports and activities that different communities may pursue?  
8. What is the cultural and economic impact of jurisdictions switching from a primary sport to others i.e. is there a switch away from football and hockey to soccer and basketball? |
| **Is Economically Vibrant** | Economic stability, affordability, economic diversity, open business environment, thriving small and medium size businesses, an entrepreneurial mindset across public, private and non-profit sectors, can-do attitude, global aspirations, forward-looking, financial literacy, and workforce mobility. | 1. Does sport participation influence leadership skills? If so, how? e.g. Does this vary by gender?  
2. Does sport participation influence entrepreneurship? If so, how?  
3. How large is our regional sport business ecosystem?  
4. Where does our regional sport business ecosystem rank in Canada?  
5. How can we expand our regional sport business technology sector?  
6. What evidence is there to support sport events are a driver of our economy? |
| **Is Creative & Innovative** | Diversity of people and thought, vibrant city center, “can do”, variety of experiences, arts, culture, music, festivals, events, culinary scene, ‘being weird’, intersection of art and sport | 6. How can we learn from the framework and process that Calgary Arts Development as adopted?  
7. Does sport participation influence innovative and creativity? If so, how?  
8. Does arts, culture and sport collaboration strengthen the measurable community benefits of all three? If so, how? |
| Is Proud | Engaged, civic identity, pride, stories, world-class, reputation, leadership, Instagramable (social media friendly?), spirit, vision, built for the future, pride transcends demographics, celebrates our climate. | 9. Does sport engagement inspire civic pride? If so, how?  
10. Does sport engagement inspire civic identity? If so, how?  
11. Does sport engagement influence civic engagement? If so, how?  
12. Do hosting large-scale sporting events inspire civic pride? If so, how?  
13. Do small-scale community-based sporting events inspire civic pride? If so, how? |
| Is Trusted | Trust, reliable, credible, authentic, confident, leadership, safe, democratic; transparency, shared respect. | 14. How can 2026 provide us guidance?  
15. How do we conduct large scale genuine public engagement?  
16. What evidence exists that large scale public engagement builds trust?  
17. How does sport provide opportunities to establish trust among community members on a deeper level, if at all?  
18. What form does ‘best of class’ trust building public engagement take?  
19. Where are global benchmarks for large scale genuine public engagement? |
| Is Educated | Public education, diverse skill development, affordable, accessible, high-quality | 20. How integrated are the public education systems in broader community planning and priorities?  
21. What are “best of class” approaches for leveraging public education to promote the Sport for Life policy?  
22. How does sport influence education in terms of performance? Are active students more successful? To what extent, if any? Is this
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>Is Active &amp; Healthy</td>
<td>Public healthcare; obesity; aging population, youth engagement, play, living a playful life, sport is personal.</td>
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<tr>
<td>23. What are the predictors of life-long sport engagement?</td>
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<td>24. How does sport programming need to evolve based on demographic shifts?</td>
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<tr>
<td>25. What role does climate play in a healthy active population?</td>
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<td>26. How does youth sport participation predict Sport for Life?</td>
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<tr>
<td>27. Is sport effective in combatting debilitating symptoms of mental illness?</td>
<td>If so, what symptoms are they? How? What areas of human needs can sport fulfill and to what extent?</td>
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<tr>
<td>28. How does Calgary rank relative to other cities related to sport infrastructure and accessibility?</td>
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<tr>
<td>29. Can esports and the vision of Sport for Life be aligned?</td>
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<tr>
<td>30. What is a ‘best of class’ model for quantifying and communicating the value of sport &amp; physical literacy on government outcomes (at all levels)?</td>
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<td>31. How do different sports at different performance levels influence forms of engagement? (e.g. what evidence is there that high-performance athletes inspire others to engage in sport?).</td>
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<td>32. Has the perceived value of sport changed over the past two decades?</td>
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<td>33. Who values sport? Who does not? Why?</td>
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<td>34. What are ‘best of class’ strategies for underserved communities to be more effectively introduced to the wide variety of recreation options in a city?</td>
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<tr>
<td>35. What are ‘best of class’ models for unified communications on the value of sport? How did it impact perceptions and behaviours?</td>
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<tr>
<td>36. Is there evidence of a link between growing issues associated with mental health and physical activity?</td>
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<tr>
<td>37. What evidence is there to support investment in sport (opportunities for recreation:</td>
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</tbody>
</table>
programming or facilities) leads to less money needing to be spent in the healthcare system?

38. How will wireless devices impact sport engagement?

<table>
<thead>
<tr>
<th><strong>Is Sustainable</strong></th>
<th>Clean air and water, public transit, cycling, walkable, greenspaces, car-free areas.</th>
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<tbody>
<tr>
<td>As stewards of the natural environment, the community recognizes the need to act and invest in a manner that will protect it for future generations.</td>
<td>39. Does sport engagement link to attitudes and behaviours associated with sustainability?</td>
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<td>40. Does sport directly improve sustainability? For example, reducing carbon emissions.</td>
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<tr>
<th><strong>Is Connected</strong></th>
<th>Manageable commute, public transit, cycling, walkable, greenspaces, airport hub.</th>
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<tbody>
<tr>
<td>The community’s transportation infrastructure enables people to travel efficiently and affordably. This may include roads, public transit, cycling and walkability. The community also has an airport with excellent connections.</td>
<td>41. How does an active lifestyle contribute to a communities walkability and cycling culture?</td>
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<tr>
<th><strong>Additional Research Questions</strong></th>
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<tbody>
<tr>
<td>1. Is Calgary a “great” sport city? How is this measured and defined?</td>
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<tr>
<td>2. Where does sport sit politically?</td>
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<tr>
<td>3. What is the “sport business ecosystem”? What is in? What is not? (e.g. breakdancing has just been recommended for the 2024 Paris Olympics). Is trying to define boundaries on “sport business” important?</td>
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<tr>
<td>4. What are ‘best of class’ approaches for industry-level collaboration?</td>
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<td>5. What are ‘best of class’ approaches for collaboration across the sport business ecosystem?</td>
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<td>6. What are the leading skills and competencies required across the sport business ecosystem today?</td>
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<td>7. How can education program evolve to meet the emerging capacity needs of the sport business ecosystem?</td>
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<tr>
<td>8. How generalizable is all the previous research to Calgary in 2019?</td>
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<td>9. What are ‘best of class’ creative use of downtime in facilities outside of peak hours?</td>
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SECTION 2: WHERE TO FROM HERE? WHAT ARE THE PRIORITY NEXT STEPS?

The five major “next steps” that SBR 1 identified below, along with major themes, and samples of comments from the respective clusters of Post-it Notes.

1. We need a collective sport business vision for the region. More specifically we need....
   - a collective vision
   - a common purpose
   - an actionable plan
   - a regional vision. Much of what makes Calgary a great sport city is outside of Calgary

2. We need to collaborate not compete. More specifically we need...
   - a shared research capacity to enable us to tell an evidence-based sport story.
   - A better way to share information
   - to know everyone in the room.
   - to set up a system for ongoing collaboration and communications.
   - more networking meetings.
   - to build partnerships with others in the room.
   - to collaborate with arts & culture.
   - collaboration, not competition among our ecosystem.
   - to create a central database of sport contacts.
   - to build trust.
   - to brainstorm sustainable ways for collaboration.

3. We need to engage the entire regional sport business ecosystem. More specifically we need...
   - to include business leaders
   - to include education and community leaders
   - to engage funding bodies
   - to invite others in
   - to invite more non-profits in sport
   - integrate Sport for Life to make it a reality
   - include artists in the conversation
   - engage education and government at all levels
   - to mental health professionals

4. We need to engage the community. More specifically we need to...
   - listen to the community
   - change our message
   - look at future needs, wants and desires
   - engage community associations
   - communicate a passion
   - thematically code and share data in an appealing way
   - create key messaging for group
5. We need a process to deliver on 1 to 4. More specifically we need to....

- develop an advisory group with broad representation
- develop a task force
- what role should Sport Calgary play in this process?
- establish a “Business of Sport Council”
- define a process to support ecosystem communication
- Host semi-annual meeting of Roundtable
- learn from ‘2026’
- play the long game for planning and community engagement
- host regular collective meetings of sport business leaders
- host a fall meeting on sport collaboration
- report an SBR meeting summary
- host a sport specific conference on sport in Calgary
- host 2-Day workshop focused on building sport in Calgary

SECTION 3: A COLLABORATIVE PATH FORWARD

Based on the above, we have developed a collaborative pathway forward. This is informed by a study conducted on the strengths and weaknesses of the Calgary Bid Exploration Committee process and how these lessons should guide future community-driven initiatives inside and outside of sport. You can access the full report from an article David Finch, David Legg and Norm O’Reilly authored in the Calgary Herald.

Phase 1: Developing a Regional Sport Business Vision & Strategic Framework

We will establish a working group as an independent and open community-driven initiative examining the role of the sport business ecosystem as a catalyst for delivering the larger community priorities in our region. The interim name for this working group will be the Sport Business Working Group (SBWG).

The SBWG membership is open, incorporating all dimensions of sport and recreation development and delivery at every level from grassroots to high-performance throughout the region. Therefore, the SBWG will adopt a broad and inclusive definition of ‘sport business’ incorporating both organized and unstructured sports. Organized sport could include activities that incorporate training and competition (including esports) whereas unstructured sport can refer to sport-like activities that may be spontaneous and participant led with limited organization (including active play). Other members of the ecosystem invited to participate will include sport ‘enabling’ organizations, including sport tech, sport medicine, the full educational sector and existing sponsors of sport.
As a community-driven collaboration of diverse regional sport business organizations, the SBWG is independent and is not formally linked to or funded by any government or corporate entities. During 2019 – 2020, Mount Royal University’s Institute for Innovation and Entrepreneurship will host the SBWG to facilitate and manage the administrative requirements. Though we anticipate incremental SBWG hard costs to be minimal, they will be based on a break-even cost-recovery model from members.

As a community-driven initiative, the SBWG is guided by a Community Board composed of participants from the diverse sport business ecosystem. The membership of the inaugural 2019-20 Community Board are being recruited by Dr. Finch and Dr. Legg to be representative of the sport business ecosystem.

To ensure efficiency and maximum alignment, the Community Board will include participants from organizations such as: Sport Calgary, Tourism Calgary, Calgary Economic Development, Calgary Arts Development, the Calgary Chamber of Commerce, Platform Calgary, Tsuu T’ina Nation and the Towns of Banff and Canmore. The Community Board provides an important link to the diverse individuals in the regional sport business ecosystem. Board members are appointed because of sport business expertise and insights, not as representatives of their organization.

The SBWG Community Board exists to help further the mission and aims of the SBWG. The Community Board is defined by the following mandate:

- Provide guidance on the collaborative sport business strategic planning process, vision and framework.
- Support the SBWG to ensure maximum coordination and alignment across the sport business ecosystem.
- Support the SBWG in building formal and informal partnerships among individuals or groups that may share the goals of the SBWG mission.
- Support SBWG member-driven public engagement initiatives.

**Leverage, Synthesize and Integrate**

The goal of the SBWG is to facilitate collaboration across the diverse regional sport business ecosystem. As a community-driven initiative, the priority will be to leverage and synthesize foundational work that has been completed sport business at a regional, national and global level. This may incorporate research, strategic plans and policies. Guiding plans may include, but are not limited to:

- Tourism Calgary Strategic Plan (2018-20)
- Calgary Sport for Life Policy (2018)
- City of Calgary Civic Sport Policy Review “What we heard” Report
- Town of Canmore Strategic Plan (2019-22)
- Canmore Business and Tourism Plan (2015-20)
- Calgary Arts Development 2019-22 Strategic Framework
- Let’s Get Moving - A “Common Vision” for Canada
During the 2019-2020 SBWG pilot, the SBWG will leverage the MRU led, inter-university Sport Business Innovation initiative to support its research priorities. The SBI research team includes scholars and students specializing in sport business research. To move forward, a near-term goal of SBI research team will be to work with the SBWG to prioritize key research questions and concisely synthesize existing research in these areas for SBWG members. In addition, in 2019-20 we anticipate integrating many of these questions into core outcomes linked to senior MRU business and sport & recreation courses. All research will be open and accessible via an SBWG digital research hub. SBI research will become a critical foundation to develop an evidence-based regional sport business vision and strategic framework.

**Deliverable 1: Develop a 2020-2024 Integrated Regional Sport Business Vision and Strategic Framework**

The first deliverable of the SBWG will be the development of a community-driven and integrated regional sport business strategic vision and framework. This draft framework will be:

1. **Independent:** As a regional framework that incorporates a diverse sport business ecosystem, the framework will be independent and not formally linked, or core funding provided by any political, civic or corporate entities.

2. **Anchored by a bigger community vision:** The framework must focus on how sport business can be a catalyst to make Calgary and the Bow Valley Corridor Canada’s most livable region.

3. **Inclusive:** The framework must be driven by listening and hearing those in our community. To do so, the SBWG will define a target of engaging a minimum of 5% of the public directly (approximately 65,000 people) during the community engagement (CE) phase. This will make it one of the largest CE programs in the region’s history (e.g. Imagine Calgary N=18,000; 2026 N=7770). This engagement process will compliment previous CE initiatives (e.g. Sport for Life Policy), be objective, open and transparent.

4. **Anchored in a systems perspective:** The framework must recognize the systematic dimensions of livability and how sport can directly and indirectly be a catalyst to delivering on this vision.

5. **Anchored in evidence:** The framework must be rooted in rigorous, high-quality evidence based, research.

6. **Efficient:** The process to develop the plan will leverage both existing work, resources and networks of our ecosystem partners.

7. **Operationalizable:** The framework must be operationalizable by ecosystem partners. This may include providing guidance for collaborative strategic initiatives or investment areas across the ecosystem.
The Integrated Planning Process

The planning process will be initiated in spring 2019 and be completed in October 2020. The process involves two phases of community engagement and four separate SBWG meetings.

Deliverable 2: Facilitate Ecosystem Collaboration

The second deliverable of the SBWG is to develop regular and ongoing opportunities for collaboration across the ecosystem. In 2019, this will include:

1. Proactive ecosystem outreach by inviting organizations and individuals to join the SBWG.
2. MRU leverage the SBI research team, incorporating scholars and students (from MRU and other institutions) to conduct SBWG research. Based on a prioritized list of research questions, this team will lead the development of a unified digital sport business research hub that consolidates existing research in key areas for member access.
3. Pilot hosting monthly or bi-monthly one-hour SB Insight Series on key issues or themes facing sport business. Example themes identified by SBWG participants include:
   a. What are emerging non-tradition sport pursuits?
   b. How do you build public trust?
   c. How can I become a persuasive evidence-based storyteller?
   d. Present ‘best of class’ case studies in industry-wide collaboration and value for individual members
   e. What are ‘best of class’ shared resource models?
   f. How can we get more kids active and staying active in multiple sporting activities?
   g. Present ‘best of class’ case studies on the business case for public funding of new sport infrastructure.
   h. How can science, sport and business work together to maximize community goals?
i. Present ‘best of class’ case studies of cross-gender sporting activities
j. Present ‘best of class’ case studies for capacity building for sport groups
k. We need to pivot. How can my organization benefit from sport business innovation?
l. How do you create sport sponsorship value?
m. Present ‘best of class’ case studies on facility ROI.

Phase 2: Post Pilot

In September 2020, members of the SBWG will re-evaluate the value, governance and sustainability. Options may include maintaining the status-quo model, integrating the SBWG function within an existing civic organization or disbanding the SBWG.

NEXT STEPS

1. Establish a SBWG Community Board (David Finch and David Legg).
2. Define a name for the working group that is inclusive and represents the diverse ecosystem (Board).
3. Define a scope of work and governance structure for the working group (Board).
4. Focus on consolidating research associated with the priority research questions from the SBR1 (SBRT).
5. Invite full sport business ecosystem to participate actively in the planning process (Board)
6. Proceed with the integrated planning process (SBWG)
7. Host a second meeting tentatively scheduled for September 18th from 9am to 3pm.
PARTICIPANT PROFILES

We are pleased that we have over 40 participants confirmed in the 2019 Sport Business Roundtable. We encourage you to click on their names below to review their professional backgrounds.

Work Shop Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Company</th>
</tr>
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<tbody>
<tr>
<td>Amanda Cohen</td>
<td>Sport Coordinator</td>
<td>Ryerson University</td>
</tr>
<tr>
<td>Brenden Anderson</td>
<td>Business Development &amp; Partnerships</td>
<td>Hockey Canada</td>
</tr>
<tr>
<td>Catriona Le May Doan</td>
<td>Senior director of Community Engagement and Marketing</td>
<td>Sport Calgary</td>
</tr>
<tr>
<td>Chris Jennings</td>
<td>Athletics Manager</td>
<td>The Glencoe Club</td>
</tr>
<tr>
<td>Corinne Ethier</td>
<td>Manager, Event Volunteers</td>
<td>Hockey Canada</td>
</tr>
<tr>
<td>Cynthia Watson</td>
<td>Chief Evolution Officer</td>
<td>Vivo for Healthier Generations</td>
</tr>
<tr>
<td>Dale Henwood</td>
<td>President and CEO</td>
<td>Canadian Sport Institute Calgary</td>
</tr>
<tr>
<td>Danny Da Costa</td>
<td>Chief Executive Officer</td>
<td>Osteen &amp; Victor Alberta Tennis Centre</td>
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<tr>
<td>Drew McLoughlin</td>
<td>Coordinator, Events and Properties at Hockey Canada</td>
<td>Hockey Canada</td>
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<tr>
<td>Elliot Weinstein</td>
<td>Owner</td>
<td>The Beach YYC</td>
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<tr>
<td>Jamie Seguin</td>
<td>Associate Director, Marketing, Sponsorship and Events</td>
<td>The Oval</td>
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<tr>
<td>Jason Ribero</td>
<td>Chair</td>
<td>2026 YES committee</td>
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<tr>
<td>Jason Zaran</td>
<td>Chair, Board of Directors</td>
<td>Field House Society</td>
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<tr>
<td>Jeff Daniels</td>
<td>Executives Director</td>
<td>Tourism Calgary / Calgary Sport Tourism Authority</td>
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<tr>
<td>Jenn Johnson</td>
<td>Sponsorship Sales Manager</td>
<td>The Calgary Stampede</td>
</tr>
<tr>
<td>Jennifer Duggan</td>
<td>Sport &amp; Partnership Development</td>
<td>City of Calgary Recreation</td>
</tr>
<tr>
<td>Jennifer Konopaki</td>
<td>Director Sport Leadership</td>
<td>WinSport</td>
</tr>
<tr>
<td>Jim Younker</td>
<td>Manager of Recreation Services</td>
<td>Town of Canmore</td>
</tr>
<tr>
<td>John Francis</td>
<td>Director of Marcom, Guest Services &amp; Sponsorship</td>
<td>WinSport</td>
</tr>
<tr>
<td>John Pucci</td>
<td>Manager, Revenue Committee 2019 World Junior Championship</td>
<td>Hockey Canada</td>
</tr>
<tr>
<td>Jolan Storch</td>
<td>Founder and CEO</td>
<td>Bold. Counsel.</td>
</tr>
<tr>
<td>Jyoti Gondek</td>
<td>Ward 3 Councillor</td>
<td>City of Calgary</td>
</tr>
<tr>
<td>Karla Karch</td>
<td>Director of Cougars Athletics and Recreation</td>
<td>Mount Royal University</td>
</tr>
<tr>
<td>Katya Sodamin</td>
<td>Manager, Marketing and Partnerships</td>
<td>Mount Royal University</td>
</tr>
<tr>
<td>Kelly Blackshaw</td>
<td>Board of Directors</td>
<td>INLIV</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Organization/Role</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------------------------------------------</td>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>Lisa Corcoran</td>
<td>Vice President, Marketing &amp; Communications</td>
<td>Calgary Economic Development</td>
</tr>
<tr>
<td>Lisa Dornan*</td>
<td>Director, Communications and Brand</td>
<td>Alpine Canada</td>
</tr>
<tr>
<td>Matt Keay</td>
<td>Co-Chair</td>
<td>Calgary Association of Skateboarding Enthusiasts</td>
</tr>
<tr>
<td>Matt Mostellar</td>
<td>Senior Vice President</td>
<td>Resorts of the Canadian Rockies</td>
</tr>
<tr>
<td>Mike Franco</td>
<td>Senior Director of Business Operations</td>
<td>Calgary Stampeder Football Club</td>
</tr>
<tr>
<td>Nancy Farries*</td>
<td>Vice President</td>
<td>Regional Development Centre, Canada West at YMCA</td>
</tr>
<tr>
<td>Nazir Waljiir</td>
<td>Treasurer</td>
<td>Sport Calgary</td>
</tr>
<tr>
<td>Patrick Jarvis</td>
<td>Business Owner</td>
<td>Amarok Training Services</td>
</tr>
<tr>
<td>Patti Pon</td>
<td>President and CEO</td>
<td>Calgary Arts Development</td>
</tr>
<tr>
<td>Pearl Doupe</td>
<td>Executive Director</td>
<td>Calgary United Soccer Association</td>
</tr>
<tr>
<td>Richard Monette</td>
<td>B2ten’s leadership &amp; Managing Director and editor-in-chief</td>
<td>Active for Life</td>
</tr>
<tr>
<td>Rob Kerr</td>
<td>Assistant Manager</td>
<td>Calgary Hitmen of Calgary Sports and Entertainment Corporation</td>
</tr>
<tr>
<td>Robert Wise</td>
<td>Director Agriculture and Western Events</td>
<td>The Calgary Stampede</td>
</tr>
<tr>
<td>Rod McKay</td>
<td>Chair</td>
<td>Tourism Calgary</td>
</tr>
<tr>
<td>Russell Reimer</td>
<td>Founder &amp; President</td>
<td>Manifesto Sport Management</td>
</tr>
<tr>
<td>Shelly Ohama</td>
<td>Civic Partnership Consultant, Golf and Sport</td>
<td>City of Calgary Recreation</td>
</tr>
<tr>
<td>Terry Rock*</td>
<td>President &amp; CEO</td>
<td>Platform Calgary</td>
</tr>
<tr>
<td>Wade Kolmel</td>
<td>Director of Athletics &amp; Recreation</td>
<td>SAIT</td>
</tr>
<tr>
<td>Wes Nelson</td>
<td>President and Co-Founder</td>
<td>Calgary eSports League</td>
</tr>
</tbody>
</table>

*unable to attend SBR 1

**2019 MRU Sport Business Roundtable Organizing Committee**

David Finch, Co-Chair
David Legg, Co-Chair
Alexandra Swiston, Sport Business Program Manager
Arielle Fitzgerald, Sport Business Research Assistant
Anthony Mikkelson, Sport Business Research Assistant
Erin Griswold, Sport Business Research Assistant

**Mount Royal University Representatives**

Ray DePaul, Director, Institute for Innovation and Entrepreneurship
Brad Clark, Chair, Journalism and Broadcast Media
Ethan Green, Sessional Instructor, Health and Physical Education
DEFINING THE SPORT BUSINESS ECOSYSTEM

After the November plebiscite, many in our sport business community questioned our city and region’s vision for sport and recreation. Many of us asked where we go from here, and this question became the genesis of the Roundtable. For the Roundtable, we’ve adopted the term “Sport Business Ecosystem” with intent. Deloitte defines business ecosystems as:

“Ecosystems typically bring together multiple players of different types and sizes in order to create, scale, and serve markets in ways that are beyond the capacity of any single organization—or even any traditional industry. Their diversity—and their collective ability to learn, adapt, and, crucially, innovate together—are key determinants of their longer-term success.”

The scope of our regional sport business ecosystem is inclusive, incorporating all dimensions of sport and recreation delivery at every level from grassroots to high-performance throughout Calgary and the Bow Valley corridor. The figure to the right provides a broad overview of the sport business ecosystem.

TABLE 1 SUMMARY NOTES – Facilitator – Pat Jarvis

<table>
<thead>
<tr>
<th>Themes</th>
<th>Descriptors</th>
</tr>
</thead>
</table>
| **Personal Safety**        | - Safety/ safe  
|                            | - Will I get a chance to elect my leadership (democracy vs. dictatorship)  
|                            | - Am I going to be safe (personal security)?  
|                            | - Will the police help me or hinder me  |
| **Health Care**            | - Good hospitals  
|                            | - Experts in health care  
|                            | - Healthy  |
| **Clean Environment**      | - A clean environment  
|                            | - Is the climate here going to help me or make me sick  |
| **“Mr. Rogers” Neighbourhood** | - Big city benefits - small town feel  
|                            | - Families  
|                            | - Strong distinctive neighborhoods  
|                            | - No pre-defined groups or cohorts  
|                            | - Connected communities  
|                            | - Communities in a community  |
| **Arts**                   | - Music center  
|                            | - Festivals  
|                            | - Arts and culture events  
|                            | - Access to arts and culture opportunities that are close to home  
|                            | - Museums/ arts facilities  
|                            | - Social  
|                            | - Variety and diversity of activities and attractions  |
| **Culture Diversity**      | - Year-round diversity  
|                            | - Cultural diversity  
|                            | - Events  
|                            | - Ability to come together  
|                            | - Food culture  
|                            | - Restaurants/ food  
|                            | - Celebration  
|                            | - Diversity in cultures  
|                            | - Connectivity with like-minded people  
|                            | - Diversity of people and thought  
|                            | - Diverse opportunities that bring together diverse thought  
|                            | - A vibrant city center for gathering  
|                            | - Diversity of culture  |
| **Social Capital**         | - Organizations that bring citizens together  
|                            | - Volunteerism  
|                            | - Shared community values  
|                            | - Strong understanding of our history  
|                            | - Ability to get involved with a cause  
|                            | - Philanthropy and legacy – give back  
|                            | - Invest to make my city better  
|                            | - Languages  |
| **Outdoor Play and Recreation** | - Open spaces to play and participate  
|                            | - Proximity of mountains  
|                            | - Proximity to mountains  
|                            | - Parks/ open spaces  
|                            | - Public green spaces  
|                            | - Hiking/ walking trails  
|                            | - Cycling paths  
|                            | - Proximity to mountains  
|                            | - Parks/ playgrounds  |
| **Affordability**          | - Can I have a life here that will be good for me and my family  
|                            | - Affordable taxes  
<p>|                            | - Affordable  |</p>
<table>
<thead>
<tr>
<th>Education</th>
<th>- Good housing</th>
<th>- Low taxes – dollars go further</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Education system options</td>
<td>- Can my skills also translate into my children’s education</td>
</tr>
<tr>
<td></td>
<td>- Are there good schools</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Will the education system here cost me a lot of money</td>
<td></td>
</tr>
<tr>
<td>Individual Opportunity</td>
<td>- Need multiple talent across a group of industries</td>
<td>- Ease of industry transition</td>
</tr>
<tr>
<td></td>
<td>- Are there professional organizations that can help me</td>
<td>- Are my skills going to get me the right job</td>
</tr>
<tr>
<td></td>
<td>- Is there an employer who will value my education and skills?</td>
<td>- Are there institutions that can help me expand my skills</td>
</tr>
<tr>
<td></td>
<td>- Will I have a good job that will give me sufficient income</td>
<td>- Can I move around for new jobs in this city</td>
</tr>
<tr>
<td></td>
<td>- Will my talent and education help me move into new areas of opportunity</td>
<td></td>
</tr>
<tr>
<td>Sport Facilities</td>
<td>- Year-round opportunity to be active</td>
<td>- Sport facilities</td>
</tr>
<tr>
<td></td>
<td>- Multi-sport options</td>
<td>- Diverse recreation programs</td>
</tr>
<tr>
<td></td>
<td>- Facilities</td>
<td>- Fans - professional sport choices</td>
</tr>
<tr>
<td></td>
<td>- Diversity of sports</td>
<td>- Government investment in sport</td>
</tr>
<tr>
<td></td>
<td>- Sporting events</td>
<td>- Places to recreate that are close to home</td>
</tr>
<tr>
<td></td>
<td>- Sport events</td>
<td>- Sport infrastructure – coaches – officials</td>
</tr>
<tr>
<td></td>
<td>- Facilities</td>
<td>- 4 season playground</td>
</tr>
<tr>
<td></td>
<td>- Facilities to compete in and watch competition</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Win Sport facilities</td>
<td></td>
</tr>
<tr>
<td>Transportation Connectivity</td>
<td>- YYC</td>
<td>- Infrastructure</td>
</tr>
<tr>
<td></td>
<td>- Great airport</td>
<td>- Accessibility</td>
</tr>
<tr>
<td></td>
<td>- Accessibility – walkability, transportation, multi-modal (bikes, transit vehicles)</td>
<td>- Accessibility to facilities</td>
</tr>
<tr>
<td></td>
<td>- Awesome places to gather and celebrate</td>
<td>- Can I get around the city with ease</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Access for all to engage in their own way</td>
</tr>
<tr>
<td>Economic Vibrancy (Business Environment)</td>
<td>- Economic stability</td>
<td>- Low residential taxes – low business taxes</td>
</tr>
<tr>
<td></td>
<td>- Open business environment</td>
<td>- A ‘feeling’ of vibrancy</td>
</tr>
<tr>
<td></td>
<td>- Connectivity to globe</td>
<td>- New sectors of business</td>
</tr>
<tr>
<td></td>
<td>- Capital for investment</td>
<td>- Business growth</td>
</tr>
<tr>
<td></td>
<td>- Thriving small and medium size business sector</td>
<td>- Innovative and moving forward</td>
</tr>
<tr>
<td></td>
<td>- Diverse business</td>
<td>- Mindset of all levels of government ready for business</td>
</tr>
<tr>
<td></td>
<td>- Major city in the Canadian economy (not 9%)</td>
<td>- Feeling of connection</td>
</tr>
<tr>
<td></td>
<td>- Proximity to other places</td>
<td>- No walls</td>
</tr>
<tr>
<td></td>
<td>- Anchor tenants – business</td>
<td>- Business retention</td>
</tr>
<tr>
<td></td>
<td>- Local connections for a global</td>
<td>- Progressive thought leaders –</td>
</tr>
</tbody>
</table>
opportunity
- A vibrant progressive entrepreneurial business environnement
- Hub for innovation – business, social enterprise, technology, culture/ arts, sport

strategic foresight
- Government open for business
- Shared vision and alignment

Post-It-Note Photos
Raw Notes

Is there value in collaboration as a holistic sport business community?

• Truth is that we are sometimes competing for same dollars, but a healthy ecosystem contains winners and losers.
• Figure out where we can support each other.
• Identify areas where we are not competitors – There is so much opportunity to look beyond the competitive overlaps and collaborate.
• Assumptions are dangerous. Many people in room wear 10 different hats in their roles.
• Business of trying to sell - We need to look at a different perspective - Look at it from City perspective – How can we solve their problems? - How do we become a trusted source to the councillors?
• Create a tech program for communication - A collective.
• Reframe – Show people that they are a part of this group - Patti Pon’s arts example (Living an artistic life).
• Get to where the puck will be – Growing senior issues: senior social isolation – They are not included – First we need to know where we are now.
• Embrace opportunity of sharing participants between sports.
• Sport and active play results in happy, healthy life as shared purpose - equate to the arts strategy
• Invite more people in – Greater involvement from outside sources.

If so, what is a path forward for collaboration?

• Shared purpose instead of competition.

### TABLE 2 SUMMARY NOTES - Facilitator – Jolan Storch

<table>
<thead>
<tr>
<th>Themes</th>
<th>Descriptors</th>
</tr>
</thead>
</table>
| Well-being | - Healthy living is easy  
|           | - Active life  
|           | - Value  
|           | - Convenience  
|           | - Sport opportunities  
|           | - Health and wellness  
|           | - Work/life balance |
|          | - Fun  
|          | - Happiness  
|          | - Cool YYC  
|          | - Social equality  
|          | - Leadership  
|          | - Quality of life |
| Inclusion | - Amenity Migration  
|           | - Diversity  
|           | - Cultural support  
|           | - Accessibility  
|           | - Social inclusion |
|          | - Safe &clean  
|          | - Universal  
|          | - Amenities  
|          | - Work forces mobility |
| Culture  | - Vibrate Downtown  
|           | - Pathway system  |
|          | - Food  
|          | - Courage |
- Water mountains
- Location
- Music
- Education
- Athlete
- Leadership
- Trending festivals and events
- Growth
- Startup businesses
- Decision making
- Community bond
- Being number 1
- Business incentives

**Surrounding's**

- Climate
- Connect with nature
- Good design
- Community
- Forward thinking
- Transportation
- Options & variability
- World class sport
- Services
- Promotional
- Technology
- Sponsorships

**Post-it Note Photos**
Raw Notes

Participant 1
- Healthy living
- Why chooses Calgary
- Grew up in Edmonton and began playing beach volley ball over seas’
- The can-do attitude of Alberta, connect our feeling to over
- Overall entertainment
- Making the events the catalyst/livability

Participant 2
- Livability is mixed with top talent
- Esports and community events to incorporate jobs (Esports)
- Future of Calgary
- Born and raised. Work hard, Play Hard and safe (energy?)
- Authentic in the community and focus on the talent were trying to attract
- Building communities
- Getting unified

Participant 3
- Finding a directed vision (core reason to be in Calgary)
- What’s the best talent not the top talent?
- From New Brunswick, university for sport. Moved to Calgary from the east coast, Livability piece and the cost

Participant 4
- Why choose Calgary, showing a sense of community within all micro communities
- Albertan and loves the diverse cultural setting.
- Spruce meadows investing in soccer, now providing investment in new sport
- Holistic approach
- Amenity migration- coming for the trend and be part of the events
Opportunity to attract diverse economy with open office space
- Are we not diversifying and finally not being dependent on oil?
- Obtaining top talent
- Born and raised, focusing on diversifying economics like Canmore

Participant 5
- Feeling within the city that attracts top talent, livability and attractions
- Draw towards the feeling welcoming feel
- From Denver, moved back to school and continued to be hear and made the right choice

Participant 6
- Environment connection work, geo location
- Beauty and inclusion of specifics draw livability
- Incorporation of tying in city feel and community
- 20 years ago, energy in the city, packed bags and made the move
- The vision is there, we need to tap into the resources that pull everyone together
- Changing the conversations to change narrative

Participant 7
- Opportunity, access, facility merge the line
- Whichever form you prefer, detailed script, etc.
- Creating a unique feeling that is an experience
- New talent following and attracting risk takers and balance
- Best fit needs to be top talent
- Moving to Calgary two years ago
- Facilities and amenities attract what we are looking for
- More than one group can win (arts, sport etc.)
- We lack sense of excitement and urgency
- Bring positivity to sport
- Well-being- quality of life having art, sport, culture
- It’s not recreating the wheel but changing the wheel

Table 2
- Social/inclusion/ and how they stand alone
- Changing the concept of sport into the positivity
- Concept of focusing way of focusing on livability
- Best talent/not top talent
- Diversify the economy and attracting the best talent

Table 5
- Finding the single vision (awareness of what our city is made of)
- Connecting with citizens
- Ambition go where they haven’t
- Know what you’re working on

Table 4
- Communication, what is going in the ear and not coming out the mouth
- Strong history?
- How to define what sport is
- Playful inspiring way

Lack of vision

**Table 3**
- Find the same message
- Authentic

Selling Calgary to Calgarians

**Table 1**
- Livability/ best talent

### TABLE 3 SUMMARY NOTES - Facilitator – Jason Ribeiro

<table>
<thead>
<tr>
<th>Themes</th>
<th>Descriptors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reputation as a city</strong></td>
<td>- maintaining worldwide relevance (tech, sports, events)</td>
</tr>
<tr>
<td></td>
<td>- What is our identity?</td>
</tr>
<tr>
<td></td>
<td>- Is the city competitive?</td>
</tr>
<tr>
<td></td>
<td>- Talent?</td>
</tr>
<tr>
<td></td>
<td>- civic pride</td>
</tr>
<tr>
<td><strong>Visionary Political leadership</strong></td>
<td>- Inclusivity</td>
</tr>
<tr>
<td></td>
<td>- Sustainability</td>
</tr>
<tr>
<td></td>
<td>- Access to decision makers</td>
</tr>
<tr>
<td></td>
<td>- Sense of growth/ development</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>- Walkability as a city × 2</td>
</tr>
<tr>
<td></td>
<td>- Walkable neighborhoods: can I walk to a pub/park/shopping center?</td>
</tr>
<tr>
<td></td>
<td>- Transportation network</td>
</tr>
<tr>
<td></td>
<td>- Public Transit × 2</td>
</tr>
<tr>
<td></td>
<td>- Commute times &amp; options</td>
</tr>
<tr>
<td></td>
<td>- Road system (flow)</td>
</tr>
<tr>
<td><strong>Facilities</strong></td>
<td>- Access to sport Facility</td>
</tr>
<tr>
<td></td>
<td>- World Class facilities</td>
</tr>
<tr>
<td></td>
<td>- Facility development, sport, entertainment, management</td>
</tr>
<tr>
<td></td>
<td>- Transportation</td>
</tr>
<tr>
<td></td>
<td>- Public &amp; private facilities × 2</td>
</tr>
<tr>
<td></td>
<td>- Recreation opportunities for adults &amp; kids</td>
</tr>
<tr>
<td><strong>Education and Work Opportunities</strong></td>
<td>- Schools are there a variety of choices from k-U</td>
</tr>
<tr>
<td></td>
<td>- Robust public education system</td>
</tr>
<tr>
<td></td>
<td>- Entrepreneurship opportunities</td>
</tr>
<tr>
<td></td>
<td>- Business opportunities</td>
</tr>
<tr>
<td></td>
<td>- There is a diversity in jobs</td>
</tr>
<tr>
<td></td>
<td>- volunteer network</td>
</tr>
<tr>
<td><strong>Entertainment</strong></td>
<td>- Is there stuff going on in the city on a regular basis</td>
</tr>
<tr>
<td></td>
<td>- Cultural diversity</td>
</tr>
<tr>
<td></td>
<td>- Arts &amp; culture</td>
</tr>
<tr>
<td></td>
<td>- social activities</td>
</tr>
<tr>
<td></td>
<td>- Food scene</td>
</tr>
<tr>
<td><strong>Resources variety/ availability</strong></td>
<td>- Natural environment opportunities</td>
</tr>
<tr>
<td></td>
<td>- accessibility</td>
</tr>
<tr>
<td></td>
<td>- low crime</td>
</tr>
<tr>
<td></td>
<td>- walkable at night</td>
</tr>
<tr>
<td>Security &amp; safety</td>
<td>- safe neighborhoods</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Cost of living</td>
<td>- Affordable cost of living</td>
</tr>
<tr>
<td>Other</td>
<td>- Weather</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Raw Notes

- thinking about the variables and causes that contribute to livability.
- free flow of transit
- don’t think of them of opposite, interconnectedness
- strong volunteer network
- public education system
- accessible public and private, fair and cost, but also disabilities
- public parks
- Talent pipeline visionary
- vibrant arts and culture
- public transit
- Reputation: will family and friends
- diverse jobs
- Food scene
- schools k-u (education)
- Commute times: options
- recreation and sports opportunities: kids—> adults
- are the regular events going on
- walkable neighbourhoods
- safety
- Cost of living/ tax
- Youth, young vibrant age of the city/ area
- Culture
- Staying weird—> different—> diverse
- proximity to resources
- Community programs—> relationships
- access to facilities
- Cost of living
- maintaining, tec. community/ events
- access to decision makers/ government

General themes:
- cost of living
- security
- resource variety and availability
- competitive
- general opportunities, business & personal
- culture & culture: what is our identity
- sustainability: environment, innovations
- Civic pride, maintenance and growth
- Health
- sense of growth and development
- Accessibility
- sense of suitability—> trending in the right direction
- quality opportunities—> sport sense in the term of programming
- public facilities
- Inclusiveness
- World class facilities
- professional sporting events
- business sector environment—> opportunities
- Weather sporting decisions: athletes considerations
- education opportunities
- public transit
- flow, road systems, time in the car
- parks & natural environment opportunities
- entrepreneur opportunities
- recreation facilities
- Transportation network
- arts and culture —> social engagement opportunities
- facility development, jobs, access to participation
- affordability: taxes, houses, cost of living
- mobility
facilities being important: world class—> recreation
Opportunities that exist

vibrancy: arts and culture, food scene
Economic opportunity

Other Trends and Issues
inward & outwards focus
make the case to council to make the argument
convince people within our own community
sell Calgary to Calgarians not to the world

important focus
Research, economic impact, the halo effect
BUILD TRUST WITHIN COMMUNITIES
Talent accessions

Conversation: opportunity, evolution, misses opportunity that’s important for future generation
what does Calgary want to be as a city?
trans agents, people looking for opportunity, what do they actually want. lack of education, what do these things means, what do they attract
what do Calgarians value,,,,,, skeleton, don’t care,,,,,things that values

Research around Brand: although sometimes we don’t value or won’t participate, but they do contribute to our brand
education piece with bids
Bids: Canadian sport tourism conference, sport exchange i.e. speed dating
What sport groups they want to sit with—-> items what is the economic impact, smaller scale events, to international events. Try to find the fit for the community based on the current accessibility
what type of ticket sales,
summer tourism
Empty hotels

Challenges:
we can build a business case on a lot of these things, but in a lot of public policy, generally comes down to a lack of trust.
Best economic case can be made, low trust environment
do things based on trust,
yes the flames matters, they are important, but in a low trust environment what re the flames doing, for that
Argument that doesn’t get made council things.. killed in the advance.
what made the difference for the city, came back to trust, whether it’s a field house, x games, part of the business case is solving the trust
how to we create and case where you feel acknowledge.

Esports: how do we all get together. Rather than making people choose what to spend money one, connection—trust
Arts or……sports or…but rather about making the case for, relies on the communication abilities. Leverage the talents.
Sports or….so much specialization, this is my sport, my facility
○ breaking up some of the LTAD model so it's no one or the other.
○ working in silos, building a community
○ sport development or the business, if we can un cillo then we will never won’t be able to bring trust amongst yourself, same machine as sport
○ We need to do a better job as telling stories
  ■ vision, not everyone knows what the sport is
○ time, busy, outside of my reckon not going to understand
○ general knowledge and engagement
○ Place of possibility, this is one project that is going to get all these projects
○ Inability to do the engagement, property tax issue, employees, connections
○ Crippling business: need to give a little to get a little
○ 88— half the people weren't even alive, therefore it doesn’t even resonate
○ People who believe in Canada and community
○ On the other hand the 88 people have already had their Olympics
○ Dichotomy between the lines of our cities makeup
○ Story that was told, combined with poor public perception
○ One of the things that they said
  ● What are the things we need to do better, what do we need to leverage, what are the performance....
  ○ bow valley area, hosting more world cups
    ■ form the sport community
    ■ here's sport but come and enjoy it, combine event and sports. it's not so much about the sport but about the experience.
    ■ engagement
    ■ you're not a unicorn, your product happens to be sport
    ■ allow you to further develop, product of coming up through high performance sport
    ■ Value is undeniable.
    ■ need to increase the participation,
### TABLE 4 SUMMARY NOTES - Facilitator – Russ Reimer

<table>
<thead>
<tr>
<th>Themes</th>
<th>Descriptors</th>
</tr>
</thead>
</table>
| Community Buildings | - Build play as a habit  
                    | - Start with play  
                    | - Accessible livable neighborhood  
                    | - Open minded attitude  
                    | - Alignment of grass roots and sports  
                    | - Programming  
                    | - Opportunities to volunteer  |
|                    | - Diversity and inclusive  
                    | - Safe  
                    | - Opportunities to be involved with “my” local community  
                    | - Opportunity for family to be active together  
                    | - Sport as community building  
                    | - Living a meaningful |
| Accessibility to Facilities | - Outdoor opportunities  
                          | - Availability of assistance  
                          | - Holistic opportunities for different options  
                          | - Physical literacy in child care center  
                          | - Participate and spectate  
                          | - Variety of opportunity to participate and spectate  
                          | - Health and wellness  
                          | - Professional care  
                          | - Medical professionals  
                          | - Education about physical activity and health  
                          | - Number of sports  |
|                    | - Experiences outside work  
                          | - Ease of movement around the city  
                          | - Variety of recreational opportunities (outside, rivers)  
                          | - Amenities (paths, trials, open spaces)  
                          | - Mountains  
                          | - Trials  
                          | - Bow river access outdoor culture  
                          | - Access to other places  
                          | - Playfully inspired  
                          | - Access to our outdoor wildlife  
                          | - Diversity of activates  
                          | - Access to our trial system  
                          | - Access to community facilities |
| Vision Strategy | - Communicate offering (target small to mid-size business)  |
| Career Path | - Grassroots and elite  
               | - Lifelong education  
               | - Continued opportunities to make a living  
               | - Encouraged by others to be creative / get better  
               | - Sport job opportunities  
               | - Sport education opportunities throughout  |
|                 | - Sport minded university ecosystems  
                 | - Potential for facilities  
                 | - Volunteer opportunities  
                 | - Potential for leadership  
                 | - Sport brand power |
| Identity | - History  |
|            | - diversity |
Photos of Post-it Notes

Raw Notes

Participant 1

- Calgary’s most livable city
- 2026 helped create tangible
- We didn’t do enough that arts did
- Let’s gets into the livability in a tangible way
- What does it mean from each perspective?
- Feel free to go back and forth between the two
- RETENTION AND ACQUISITION OF TALENT
- What is sports contribution to make a livable city?
- How does sport contributor to making Canada’s most livable city?
- Tangible things that have an intangible value
- Meaningful impacts, volunteering
- These are things that contribute livability
- Love seeing Haley W at the coffee shop I go to

- Part of the problem is we’re comparing sport to art
- Sport decision making is needs billions for facilities
- Arts needs a couple million
- Unpack what healthy means
- Think more about bringing talent
- Is Calgary where you want to go?
- How do you rank compared to other cities?
- Is it office first or city first?
- Look at what arts has done they have created the links
- We need to do that now
- We’re missing the incredible history
- We used to be a sport city
- does Calgary have the appreciate recreational infrastructure to support its citizens
- What does appropriate mean to the rest of Calgarians?
- Are we growing in the city in the recreational needs and preferences?
Participant 2
- There’s a disconnect between grass roots and high performance
- The elephant is we’re not selling it the right way
- Is the value of grass roots changing?
- What we discovered through our website: there’s sporty people and not sporty people
- The play component is the connector between grass roots and pro sports
  - We forget that as the core
- I think the reason is they perceive to be healthy, happy and successful
- I’m coming here as a person not just for a company
- It applies to business and personal
- We over emphasize the need of infrastructure in terms of how we build it
  - What space is required to engage kids in play
  - It does need 3m to build a pitch
  - We need something that people relate to

Participant 3
- I have a theory: sport is not properly communicated
- I think monetized news and information where we don’t tell all the stories
  - Just the news that are clicked on
- I don’t think we’re communicating in ways that people absorb information
- If the money is the same, and the job is the same. The tipping pint to uprooting is volunteer opportunities
- Our airport is a hub
  - You have to come here to go other places
- The stampede and the Olympics identify us
  - Diversity plays a factor in identity
- There should be no reason why you can’t participate
- We have the Biggest kid sport program in Canada
- Why go quadrants and not deeper like homes
  - If we’re drilling as far down as we can
- The point is what are we doing to get kids to play
  - You look at the lack of participation
  - Before we get to the end
  - We need recruitment

Participant 4
- It’s fundamentally so simple
- In this rooms it’s [sport] made a difference for everyone in here
- It’s the amenities that draw people
  - For me: the trails
- Connecting how you connect with people
- How that trail ecosystem connects all the people and pieces together
  - Health, wellness, social, economic
- Underneath play is joy
  - Joy in sport, joy in our professional, joy in play
  - They joy it and they joy sharing it with others
  - We have a disconnect in how we communicate that in a way that brings everyone together
- There’s a reason the mountains provide an anchor as the livable reason for people to come to this city as why
people come here that have no connection with Alberta

- Amenities: natural, open environment, trail systems
- We started with play
  - If green time inspires us
  - “playfully be inspired”

**Participant 5**

- Then that’s why we need to change how we present
  - MRU asked me to cut athletics
  - I needed to find the case to not
- It’s the well roundedness of a lot of these, there’s a lot of links

**Participant 6**

- I’m trying to figure out why I came to Calgary
- We moved a lot for jobs, but I don’t really know why here
  - It was what I thought I was going to get into
- It was for a sport job

**Final Presentation**

- The biggest is the assumption of quality of life
  - We can’t even agree on a definition of sport
  - What we want to talk about here is play
  - How they define what they actually believe sport is
  - We have agendas,
    - We want to identify, field house, facilitates
  - What patty did
    - Arts is about living a creative life
    - A share value and belief system
  - This is the element for inspiration
  - If we don’t inspire ways to bring barriers down
  - We’re focused on barriers
  - The inspiration comes from outdoor
    - Play could be facility, school, etc.
  - It’s not black and white categories
  - Is grassroots different than active for life as far as outcome
  - Is there difference between quadrants how we define facilities and appropriate
  - It was implied promise I’d move up
  - In a multi-sport organization
  - What I’m concerned we don’t have is a strong vision for the future
    - The windshield is bigger than the rear-view mirror
  - We assume as Calgarians of course want sport buildings
  - It’s not just a small group of leaders of agendas
  - What we tried to unpack
    - Can we define sport in a recreational and playful inspired way?
    - The connective tissue isn’t about advancing a skill
    - Why would you be on a hill
      - It was just about the moment of play
    - What we’re missing is a simple vision
What’s missing from the business case is a well aligned strategy.

**Final Hypothesize of the Group**

**How do you define Play?**
- What space is required to engage kids in play
- Are we creating the amenities for play and joy in our daily lives?

**Challenging the assumption, the sport contributes to quality of life**
- How is the culture of sport “safe/inclusive/free of abuse” contributing to community building?
- What is community?

**Does our Programming fit these needs?**
- Are we growing in the city in terms the recreational needs and preferences?
- What is appropriate infrastructure?

### TABLE 5 SUMMARY NOTES - Facilitator – Patti Ponn

<table>
<thead>
<tr>
<th>Themes</th>
<th>Descriptors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Conditions</strong></td>
<td>- Great Healthcare</td>
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<td></td>
<td>- Life Long Experiences</td>
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<td></td>
<td>- Own the Climate</td>
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<td></td>
<td>- Safety</td>
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<td>- Clean Air and Water</td>
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<td>- Affordability</td>
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<td>- Value for Money</td>
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<td>- Good and Affordable</td>
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<td>- Childcare</td>
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<td>- Affordable Housing</td>
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<td>- Economic Stability</td>
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<tr>
<td></td>
<td>- Opportunities for Growth</td>
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<td></td>
<td>- More Recycling, Composting Facilities/Opportunities</td>
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<tr>
<td></td>
<td>- Feelings/Respect for Others</td>
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<tr>
<td><strong>Vision</strong></td>
<td>- Sustainable</td>
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<td></td>
<td>- Legacy</td>
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<td>- Interconnectedness</td>
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<td></td>
<td>- Collective Vision of Future</td>
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<td>- Clear Path to Success</td>
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<td>- Vibrant Community Spirit and Culture</td>
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<td>- Ideal Brand</td>
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<td>- Clear Brand Message</td>
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<td>- Opportunity/Hope</td>
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<td>- Financial Literacy</td>
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<tr>
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<td>- Going Where No Other Cities Have Gone Before</td>
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<tr>
<td><strong>Access</strong></td>
<td>- Accessible Transportation (Public and Private)</td>
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<tr>
<td></td>
<td>- Late Night Public Transit</td>
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<td></td>
<td>- Walking, Cycling, Running Access (Outdoors)</td>
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<td>- Inclusive Programs</td>
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<td>- Car Free Shopping/Eating Districts</td>
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<td></td>
<td>- Childcare Within Walking/Cycling Distance</td>
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<td></td>
<td>- Access Within Communities</td>
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<td></td>
<td>- Play Where You Live</td>
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<tr>
<td>Community Building</td>
<td>- Walkable Business Districts</td>
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<td>- Opportunities to Connect</td>
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<tr>
<td></td>
<td>- Winning/Teams that Win</td>
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<tr>
<td></td>
<td>- Sense of Civic Pride</td>
</tr>
</tbody>
</table>

| Education                                | - Education System | - Great Schools |
|                                          | - Access to Good and Accessible Education | - School Programs |
|                                          | - Good Education at All Levels | |

| Youth                                    | - Coaching | - Youth Programs |
|                                          | - Youth Participation | - Investment in Youth |

| Diversity                                | - Broad Demographics | - Diverse Cultures |
|                                          | - New Canadians (Culture) | - Variety of Experiences |

| Leadership                               | - Identifiable Leaders | |

| SWOT (Recognition of Strengths/Weaknesses) | - Most Livable City | - Clean Streets |
|                                           | - Proximity to Mountains | - “Instagrammible” |
|                                           | - Beautiful Surroundings | - Open Government |

| Data                                     | - Use of, Availability etc.. | |

| Innovation                               | - Technology | - Emerging Sectors |
|                                          | - Growing Industries | |

| Facilities                                | - Healthy Living Opportunities | - Accessible World Class Facilities |
|                                          | - Fields (Outdoor Space) | |
|                                          | - Outdoor Spaces That Allow Recreation | |

| Programming                               | - Great Music Venues | - Year-Round Activities |
|                                          | - Access to World Class Sporting Events | |

| Business                                  | - Entrepreneurial Ecosystem | - More Local Small Businesses (Calgarian, Albertan, Canadian) |
|                                          | - Partners (Add Value) | - Entrepreneurial Opportunities |
|                                          | - Support for Creativity | |
|                                          | - Jobs/Diverse Jobs | |
|                                          | - Vision for Continued Positive Evolution | |
**Post-it Breakdown Sheets**

**Raw Notes**

**Participant 1**

- World Class Sporting Event Access (Livability)
- Proximity to mountains (Livability)
- Going where no other city has gone/Growing Industries (Talent)
- Clean Streets/ “Instagramible” (Livability)
- Affordable Housing (Livability)
- Vibrant community spirit (Livability)
- Access to world class sports facilities (Both)
Participant 2

- His are more generic
- Facilities are important, help with talent development and attraction
  - Facilities on a general level but could apply to sports
- Programming is important, you can have all the facilities in the world but if you don’t have programming it cannot develop, programming would be on the talent side more
- Sustainability and legacy, when they host national events at work in different cities if there is not a legacy which leads to sustainability then the sport can suffer (Sorted to both section)
- Healthy living opportunities, Calgary has a lot of bike trails and dog parks, while not sport focused, he believes that it brings talent to the city (Both)
- Diversity: Everyone searches for it in their own lives, in sport they use diversity to attract different people to the sport (Both)

Participant 3

- Diversity, not just catering to one group of people (Both)
- Sense of civic pride: used the flames and the playoff run as an example, people feeling a part of something (Both)
- Year-round activities: We talk a lot about winter sport strategy but there is opportunity for activity year-round (Both)
- Lifelong experiences: there is a Scandinavian phrase (Cradle to Grave) they try to contain their people from birth to death, in Calgary not a lot people are from here, you can be born here and actually spend your whole life here (livability)
- Entrepreneurial opportunities: We need to be supporting these people and giving young people the chance to start a new business
- Accessible facilities not only just in sport: Calgary is centered around its quadrants, most people don’t want to get out of their quadrants, which is a negative point to our city
- Vision for continual positive evolution, part of entrepreneurial, we are always looking to grow, looking to evolve

Participant 4

- New Canadians: connecting with them and their culture (Both)
- Schools and programming inside schools, how to better develop those (Both)
- Coaching: We have the infrastructure to bring in the right guys but also, they need developing at the amateur levels
- Partners and adding value: Big one on the talent side, Tim Hortons and how they make things better in sport
- Communities: Is there access inside your community, can you easily play a sport without travelling across the city?
- Leadership: Generic term across senior leaders across the city and leaders within a sport
- Safety for sport and living (Both)
- Outdoor space: do you have to travel anywhere to get to it?
- Technology
Participant 5
- Public transportation (added to transportation pile)
- Good education at all levels
- Opportunities for growth: Thought of as a talent thing, everyone needs the opportunity for growth in their jobs
- Support for creativity: Entrepreneurs need to know that they will be supported in their creative mindsets
- Diverse job opportunities (Talent)
- Outdoor spaces that allow for recreation (Livability)
- Diverse Culture
- Youth programs
- Great healthcare (Livability)
- Affordability across all points (Livability)
- Community events: something that the community can rally around (both)
  - Events are different than programming

Participant 6
- Teams that win/losing (Both)
- Having investment in youth
- Innovation, pretty generic (Both)
- Jobs (Talent)
- Arts and Culture (Both)
- Accessible and inclusive programs (Both)
- Education System
- Encouraging small business communities
- Car Free areas: have great ones in Ottawa, more people no cars
  - Walkable shopping districts
- Access to good education: focus on the access, it’s about getting to these places

Participant 7
- Livability heavy
  - Affordable/accessible childcare
- Walking/cycling/running access
- Increased recycling, good at Mount Royal but not good everywhere
- Late night public transit, putting more into transportation area
- Encouraging small business communities
- Car Free areas: have great ones in Ottawa, more people no cars
  - Walkable shopping districts
- Access to good education: focus on the access, it’s about getting to these places

Participant 8
- Feelings and feelings for others (Livability)
- Economic stability (Livability)
- Collective vision of the future
- Broad demographics
- Transportation
- Clean air and water
- Music venues
- Clear path to success
- Owning our climate: it gets cold and it gets hot
- Open government
- Clear brand messages
- Identifiable leadership

Participant 9
- Entrepreneurial ecosystem
- Amazing facilities
- Great schools
- Financial literacy
  - Citizens understanding things that were described by city council for example: what our taxes are for
- Rich culture
- Music venues
- Clear path to success
- Owning our climate: it gets cold and it gets hot
- Open government
- Clear brand messages
- Identifiable leadership
Participant 10

- Talked about winning
- Value for money
- Youth participation
- Interconnectedness
- Access: both in terms of facility and also letting anyone play
- Affordability
- Opportunities for connecting

Overall comments when sorting:

- We have lots of communities within the sector, but they often do not agree, but we do not have to agree as there are always different opinions. It is an ecosystem. Why try to force all to agree and create plans that city council can just shoot a hole through? We proved how arts and culture can play into city building, the key factor in that was we are not an island, we have to be connected to other city builders (Tourism, economic development, the convention center) are all critical partners. You have to have the right credibility behind your message to council in order for it to have weight. Art and sport have huge opportunities, and these sectors are directly linked to voters and households, we can affect a vote and we have shown it. If arts and sports came together every household in Calgary would be impacted in some way. Focus on messages of art and sport/financial literacy
- Access is a big one that flowed into many other points
- Affordability also was in a couple of topics; it was decided to be sorted into the base conditions
- Transportation
  - Sub cause transportation infrastructure
- Data has meaning in every context
- We need one vision not 25, how do they connect and intersect.
- Education and youth were separated because education should be lifelong and for all ages
- If we combine art and sports, think how many youths we could reach
- Win sport had data on how much development it has created and other figures, but it was “Pooh-pooed” and not taken seriously, the measures were questioned.
  - That comes down to collecting the data vs. who is delivering the message, credibility is needed
- Vision is now a topic heading because it drives so many other things like innovation
**PRIORITY NEXT STEPS POST-IT NOTE EXERCISE**

If you were Queen or King for a Day, what would the three things you’d want us, as a group, to do next? (Raw Post-It Notes)

<table>
<thead>
<tr>
<th>We need a Collective Vision</th>
<th>We Need to Collaborate</th>
<th>We Need a Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>We need a collective vision.</td>
<td>I’d like contact information for everyone in the room.</td>
<td>Commit to the process.</td>
</tr>
<tr>
<td>What is our common purpose?</td>
<td>More networking meetings.</td>
<td>What are the needs? What are the issues? How can we help?</td>
</tr>
<tr>
<td>Are sport and business non-sequiturs?</td>
<td>Build partnerships with others in the room.</td>
<td>Develop actionable plan</td>
</tr>
<tr>
<td>Who will decide the vision for YYC?</td>
<td>Collaboration between arts &amp; culture.</td>
<td>Online forum to support ongoing collaboration.</td>
</tr>
<tr>
<td>We need a regional vision. Much of what makes Calgary a great sport city is outside of Calgary.</td>
<td>Collaboration not competition.</td>
<td>What is the role of sport Calgary?</td>
</tr>
<tr>
<td>Common, inclusive aspirational shared vision for sport community.</td>
<td>Create central database of sport contacts.</td>
<td>Fall meeting on sport collaboration.</td>
</tr>
<tr>
<td>Why would we want to be a great sport city?</td>
<td>Trust</td>
<td>Semi-annual meeting of Roundtable</td>
</tr>
<tr>
<td>Look at future needs, wants and desires.</td>
<td>How to we share information better.</td>
<td>Learn from 2026.</td>
</tr>
<tr>
<td>We need to communicate a passion.</td>
<td>I want to get to know everyone in the room.</td>
<td>Play the long game for planning and community engagement.</td>
</tr>
<tr>
<td>MRU needs to keep facilitating the conversation and planning.</td>
<td>Set up system for ongoing collaboration and communications.</td>
<td>Develop and advisory group with broad representation.</td>
</tr>
<tr>
<td>Work together to understand funding sources and collaborate to access it.</td>
<td>Brainstorm sustainable ways for collaboration.</td>
<td>Develop a task force.</td>
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<td>Establish the Business of Sport Council.</td>
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<td>Host a sport specific conference on sport in Calgary.</td>
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<td>Integrate <em>Sport for Life</em> to make it a reality.</td>
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<td>Advocate multisport facilities.</td>
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<td>2-Day workshop focused on building sport in Calgary.</td>
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<td></td>
<td>Define a process to support ecosystem communication.</td>
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<tr>
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<td>Non-profits in sport need to be at the table.</td>
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<tr>
<td></td>
<td></td>
<td>Regular collective meetings of sport business leaders.</td>
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<tr>
<td><strong>We Need to Engage the Community</strong></td>
<td><strong>We Need to be Inclusive</strong></td>
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<tr>
<td>Change our message.</td>
<td>Include education and community leaders</td>
<td></td>
</tr>
<tr>
<td>Thematically code and share data in an appealing way.</td>
<td>Include business leaders.</td>
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</tr>
<tr>
<td>Key messaging for group.</td>
<td>Engage funding bodies.</td>
<td></td>
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<tr>
<td>What will happen if we don’t invest in sport?</td>
<td>Invite others in.</td>
<td></td>
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<tr>
<td>What do our stakeholders really want?</td>
<td>Include artists in the conversation.</td>
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</tr>
<tr>
<td>Parents need to be key messengers on the value of sport.</td>
<td>Engage community associations.</td>
<td></td>
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<tr>
<td></td>
<td>Engage education and government at all levels.</td>
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</tbody>
</table>