

# City of Ottawa Municipal Sport Strategy (2017-2022)

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City of Ottawa  
Recreation, Cultural and Facility Services Department

Ottawa Sport Council (OSC)



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# INTRODUCTION



## Background

The Municipal Sport Strategy (2017-2022) sets out the priorities, goals and action plans that will guide the City of Ottawa's involvement in sport programming for the next five years.

The City of Ottawa endorses the philosophy that sport provides personal, health, social, cultural and economic benefits to its residents and that sport delivery is the responsibility of all sport stakeholders, including the municipality, community organizations, educational bodies and corporate partners. The Strategy is an initiative in the City of Ottawa's approved *2015-2018 City Strategic Plan*.

The implementation of the action plans in the Strategy will involve leveraging existing resources, seeking partnerships, external funding and sponsorship opportunities.

## Development of the Strategy

The Municipal Sport Strategy (2017-2022) was developed by the City of Ottawa's Recreation, Cultural and Facility Services department (RCFS) in close collaboration with

the Ottawa Sport Council (OSC). The OSC is a non-profit organization dedicated to helping community-based sporting organizations. It is recognized by the City as a leading voice for amateur sport in Ottawa.

The development process was an inclusive one, with extensive consultations taking place with members of sport organizations, school boards, business groups and community service organizations.

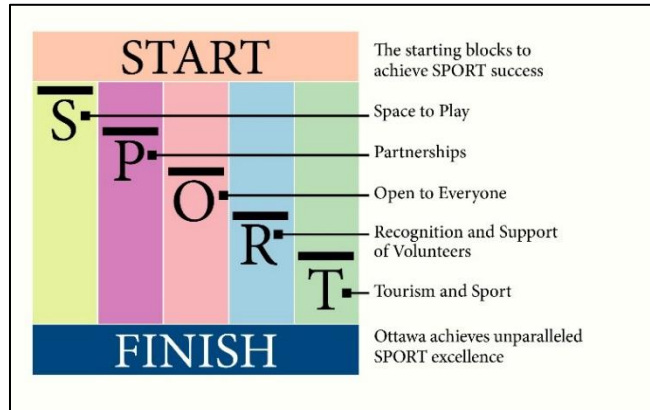
Best practices drawn from sport organizations policies and plans also informed the Strategy. They include the [Canadian Sport Policy](#) (2012), which set the national direction in sport for 2012-2022; [Game ON](#) (the Ontario Government's Sport Plan), which outlines key priorities for Ontario's investment in organized amateur sport; and [Canadian Sport for Life](#), a national movement to improve the quality of sport and physical activity in Canada.

## True Sport Principles

True Sport principles, which were endorsed by the City of Ottawa's Community and Protective Services Committee in 2009, were a key influence on the Strategy. True Sport is a national organization that provides communities and organizations with a way to leverage the benefits of sport through shared values and principles.

The True Sport principles of "Stay Healthy," "Include Everyone," "Give Back" and "Keep it Fun" are embedded in the City of Ottawa's philosophy of recreational sport program delivery. Through this philosophy, the City aims to provide an accessible and inclusive environment for all, promote opportunities for health and well-being of residents, recognize the spirit of community and embrace its participation, and provide opportunities for residents to enrich their lives through the joy and fulfillment derived from participation in sport.

# PRIORITIES



The Municipal Sport Strategy (2017-2022) is built around the following five strategic priorities, each of which is accompanied by a vision statement:

## **Space to Play**

Optimize the use of and ensure access to sport facility infrastructure to advance the opportunity for sport participation and support health, safety and well-being.

## **Partnerships**

Increase collaboration among sports programming providers from the community to the national level to clarify roles and responsibilities, ensure a continuum of program options for all ages and abilities, and address gaps in programming.

## **Open to Everyone**

Ensure accessibility of sport through promotion and support of programming and facilities that embrace the diversity of our community.

## **Recognition and Support of Volunteers**

Create a world-class sport volunteer engagement culture that recognizes and values the dedication of Ottawa's sport volunteers and develops tools, approaches and policies to enhance their capacity to support the sport framework.

## **Tourism and Sport**

In partnership with Events Ottawa and other community partners, encourage the growth of sport tourism with the support of community-based sport while ensuring a legacy return on investment.

# SPACE TO PLAY

## Our Vision

Optimize the use of and ensure access to sport facility infrastructure to advance the opportunity for sport participation and support health, safety and well-being.

OUR GOALS	OUR ACTION PLAN
<ul style="list-style-type: none"> <li>• The spaces, equipment and infrastructure to participate in sport programming are made available to all residents of and visitors to the City of Ottawa.</li> <li>• City sport programming provides sport fundamentals to children and youth to support early and long-term athlete development.</li> <li>• Minor sport* is subsidized to support greater access to City sport venues and the opportunity for introduction to sport.</li> <li>• Sport program participants have a safe sporting experience in all municipal sport venues and facilities.</li> <li>• Residents benefit from increased health and well-being through participation in sport.</li> </ul> <p>*Minor aged sport refers to recreational, instructional and competitive programs geared to both local amateur and competitive level athletes under the age of 18.</p>	<ul style="list-style-type: none"> <li>• S1: Establish recreation infrastructure standards for municipal sport facilities that meet community recreation needs and also recognize opportunities for upgrades to competitive standards where warranted.</li> <li>• S2: Identify opportunities to improve community access to existing spaces and infrastructure.</li> <li>• S3: Plan for the renewal of aging municipal sport facilities, including partnerships and Public Private Partnership options.</li> <li>• S4: Examine City-run sport programming and facility/venue usage and identify opportunities to improve access for minor sport*.</li> <li>• S5: Define the City’s approach to subsidization and prioritization of access to sport facilities for minor sport* and embed this into day-to-day operations.</li> <li>• S6: Update sport facility and equipment maintenance standards and lifecycle plans to reflect current needs.</li> <li>• S7: Establish sport injury prevention and management policies and procedures, including a concussion management policy and protocol.</li> <li>• S8: Protect vulnerable sport program participants by establishing thorough screening processes for sport instructors, coaches and volunteers responsible for City-run sport programs.</li> </ul>

# PARTNERSHIPS

## Our Vision

Increase collaboration among sports programming providers from the community level to the national level in order to clarify roles and responsibilities, ensure a continuum of program options for all ages and abilities and address gaps in programming.

OUR GOALS	OUR ACTION PLAN
<ul style="list-style-type: none"> <li>• Partnerships and collaboration are encouraged among sport organizations and with the business, tourism, education, high-tech and media sectors.</li> <li>• Ottawa sport stakeholders work together to achieve SPORT excellence to make Ottawa a True Sport community and help athletes achieve performance goals.</li> <li>• Public Private Partnerships are an effective mechanism to deliver certain sport infrastructure and programming.</li> <li>• Community-based sport infrastructure, such as schools, is recognized as important community asset that can be put to optimal use through partnerships.</li> <li>• The use of City sport facilities, particularly specialized sport assets, is optimized through partnerships.</li> <li>• Collaborate with the sport community to identify roles for the delivery of introductory to advanced level sport programming.</li> </ul>	<ul style="list-style-type: none"> <li>• P1: Work with the public and private sectors to explore versatile sport promotion opportunities, including connecting sport to the broader community through innovative digital technology (e.g. the Sport Asset Solution Project).</li> <li>• P2: Facilitate collaboration between community sport organizations and the business community to provide mentorship and sponsorship opportunities.</li> <li>• P3: Identify further opportunities to leverage Public Private Partnership opportunities in order to ensure that both recreational and competitive spaces/programs are available in the community.</li> <li>• P4: Engage local school boards and post-secondary institutions in discussions on how to improve community access to their sport infrastructure.</li> <li>• P5: Define the mandates of specialized City sport facilities and reflect these mandates in scheduling and programming priorities.</li> </ul>

# OPEN TO EVERYONE

## Our Vision

Ensure accessibility of sport through promotion and support of programming and facilities that embrace the diversity of our community.

OUR GOALS	OUR ACTION PLAN
<ul style="list-style-type: none"> <li>• Sport for all residents of the City of Ottawa is accessible, welcoming and inclusive regardless of creed, ethnicity, age, gender, gender identity, sexual orientation or ability.</li> <li>• An inclusive approach is adopted to sport policy, programming, equipment selection and facility design.</li> <li>• Underrepresented populations, have equal opportunities to participate in sport.</li> </ul>	<ul style="list-style-type: none"> <li>• O1: Develop new policies that reflect current needs to support the inclusion of residents and review existing practices in sport programming and program delivery.</li> <li>• O2: Design and apply a “sport inclusion lens” to all sport programming, policy development, and facility design/development considerations.</li> <li>• O3: Undertake outreach and engagement initiatives with members of underrepresented populations to develop and deliver programs designed to increase participation in physical activity and sport.</li> <li>• O4: Revitalize the City’s women and sport program and identify opportunities to better meet current programming trends and community needs.</li> <li>• O5: Refresh the City’s sport program offerings to balance the importance of skill development with the enjoyment of sport.</li> </ul>



# RECOGNITION AND SUPPORT OF VOLUNTEERS

## Our Vision

Create a world-class sport volunteer engagement culture that recognizes and values the dedication of Ottawa's sport volunteers and develops tools, approaches and policies to enhance their capacity to support the sport framework.

OUR GOALS	OUR ACTION PLAN
<ul style="list-style-type: none"><li>• Ottawa has a framework to attract, train and recruit the volunteers needed to provide an effective, efficient sport system.</li><li>• Sport volunteers are recognized as essential for effective sport delivery.</li><li>• Capacity-building initiatives for volunteers of the community sport system are supported.</li></ul>	<ul style="list-style-type: none"><li>• R1: Develop initiatives to encourage the existing volunteer community to support sport program delivery.</li><li>• R2: Provide opportunities to community sport volunteers for networking and sharing of best practices and resources (e.g. the Ottawa Sport Summit).</li><li>• R3: Support opportunities to enhance the development and leadership training of volunteers that are both front-line and sport organization board members.</li><li>• R4: Provide consultation and advisory opportunities to enhance the volunteer framework.</li><li>• R5. Recognize community sport athlete achievements and community sport volunteer achievements.</li></ul>

# TOURISM AND SPORT

## Our Vision

In partnership with Events Ottawa and other community partners, encourage the growth of sport tourism with the support of community-based sport while ensuring a legacy return on investment.

OUR GOALS	OUR ACTION PLAN
<ul style="list-style-type: none"> <li>• Bid on more, win more and host more high-calibre sporting events in Ottawa.</li> <li>• Ottawa is recognized as a premier hosting destination for all levels of sporting events.</li> <li>• The value of sport is actively promoted and Ottawa’s sport achievements are celebrated.</li> </ul>	<ul style="list-style-type: none"> <li>• T1: Work with Economic Development, Ottawa Tourism and other partners to support the City’s “Bid More, Win More, Host More” strategy.</li> <li>• T2: Provide education and guidelines for event organizers to maximize the success of sport event hosting bids.</li> <li>• T3: Create a network of sport event organizers, volunteers and other resources to maximize efficiency in event preparation and delivery.</li> <li>• T4: Develop a plan to attract more spectators and participants to sporting events and competitions in order to optimize the contribution sport makes to economic development.</li> <li>• T5: Undertake information and promotion campaigns to increase awareness of the value of sport and celebrate achievements of local amateur sports athletes.</li> <li>• T6: Consider enhancements in the City’s design/re-design of sport infrastructure plans that will facilitate hosting high-calibre sporting events.</li> </ul>

# CONCLUSION



The City of Ottawa and the Ottawa Sport Council will be collaborating to implement the action plan items highlighted in this report. The implementation plan will have specific and actionable deliverables and performance measure metric guidelines.

The success of the implementation plan will be based on the continued relationship between the City of Ottawa, the Ottawa Sport Council and other community partners.

The action plan items, as applicable, will be aligned to departmental and corporate strategic plans and will be tracked using established reporting mechanisms.

Strategic priorities may be adjusted based on the next Term of Council's priorities.

The City of Ottawa remains committed to consistently apply the principles of Space to Play, Partnerships, Open to Everyone, Recognition and Support of Volunteers, and Tourism and Sport to Ottawa's sport landscape.