

# PLAYBOOK 2030

A Guide to Building Canada's  
Most Liveable Region



# EXECUTIVE SUMMARY

## WHAT IS PLAYBOOK 2030?

Playbook 2030 is designed with one goal – to transform Calgary into Canada’s most livable region. To do this, we established a globally leading vision for Calgary’s regional active economy – encompassing active living, sport, recreation, health & wellness, and all other associated sectors. Playbook 2030 is the first phase of a ten-year master plan to maximize the active economy’s direct impact on our livability which is measured by economic, human, social, and environmental prosperity.

Playbook 2030 was facilitated by the *ActiveCITY* Collective, a collaboration of social, commercial and public sector enterprises and individuals engaged in the Calgary regional active economy. Our regional active economy incorporates three cities, six towns, two First Nations, and multiple school boards, impacting more than 20 policy areas at all levels of government. Moreover, it is anchored in listening to the rich diverse voices that define the future of our community.





## WHAT IS THE ACTIVE ECONOMY?

The **active economy** incorporates all enterprises participating in, or contributing to, improving individual or community prosperity through the development and delivery of active living, sport, **active recreation**, physical education, physical literacy, indoor and outdoor play, health, wellness, and all other associated sectors. Calgary's regional active economy includes 3,945 commercial, social, and public enterprises, employing 42,658 people and engaging 111,000 volunteers. In total, we estimate over 1.5 million local people are directly engaged in our diverse regional active economy.

## HOW IT WAS DEVELOPED?

Between May 2019 and October 2020, an *ActiveCITY* Collective research team compiled existing evidence on the scope and impact of the active economy. This research included over 300 peer-reviewed studies and policy reports, and 70 benchmark reports from diverse jurisdictions. Each study and report were audited, with emphasis put on empirical research that provided evidence of a systematic impact on human, economic, social, and environmental community prosperity. Concurrently, leveraging the reach of ecosystem partners, we initiated one of the largest public engagement processes in the city's history, engaging over 23,000 people. Our goal was to hear from a diverse, cross-section of individuals and hopefully overcome traditional and siloed thinking that has in our opinion impaired our ecosystem for decades.



# WHAT CALGARIANS THINK

23,000

CALGARIANS ENGAGED  
OVER 18 MONTHS

## WHY DID YOU CHOOSE CALGARY?

1. FAMILY & FRIENDS
2. CAREER OPPORTUNITIES
3. SAFE COMMUNITY
4. ACTIVE OPPORTUNITIES

## HOW CAN WE IMPROVE LIFE FOR CALGARIANS?

1. STRENGTHEN OUR  
ECONOMY
2. DESIGN WALKABLE  
AND CONNECTED  
COMMUNITIES

## WHAT MAKES CALGARY SO ACTIVE?

1. THE RIVERS
2. OUR PATHWAYS
3. OUR PARKS
4. THE MOUNTAINS
5. OUR SPORTS TEAMS

## HOW DO WE BECOME THE BEST?

1. BECOME THE BEST CYCLING  
CITY IN NORTH AMERICA
2. CONNECT AND EXPAND OUR  
PATHWAY SYSTEM
3. EXPAND OUR PARKS AND  
GREEN SPACES
4. ENSURE ALL CALGARIANS  
CAN AFFORD TO PARTICIPATE
5. DESIGN PROGRAMS AND  
INFRASTRUCTURE FOR OLD  
AND YOUNG
6. WE ARE WINTER. OWN IT.

72%

DEFINE THEMSELVES  
AS ACTIVE TODAY

82%

BELIEVE CALGARY IS  
AN ACTIVE CITY

CALGARIANS SPEND  
MORE ON GARDENING  
THAN ANY OTHER  
CITY IN CANADA

CALGARY SPENDS  
2X MORE ON SPORTS  
& RECREATION THAN  
THE NATIONAL AVERAGE



# PLAYBOOK 2030

## INSIGHTS

### INSIGHT 1



#### Community Prosperity

The regional active economy's value is measured by how it contributes to the region's economic, human, social and natural environment prosperity.

### INSIGHT 2



#### A Unique Community Asset

The active economy directly engages 95 per cent of our community today.

### INSIGHT 3



#### Ethnic Diversity

Calgary is the third most ethnically diverse city in Canada. The active economy must be equally dynamic to meet our community's changing needs.

### INSIGHT 4



#### Fragmented

The regional active economy incorporates 4,000 commercial, social, and public enterprises and 24 policy areas and lack of shared vision.

### INSIGHT 5



#### Winners & Losers

The lack of shared vision creates a zero-sum culture of winners and losers. The result is constrained growth.

### INSIGHT 6



#### Economic Reality

The structural changes to the energy sector combined with the impacts of COVID-19 will have sustained economic consequences on the region.

### INSIGHT 7



#### Human Impact

The regional active economy contributes to a reduction of over two dozen physical and mental health conditions, extending life expectancy by 3.9 years.

### INSIGHT 8



#### Social Impact

The regional active economy contributes measurably to community cohesion, social inclusion, civic identity and active citizenship.

### INSIGHT 9



#### Environmental Impact

Evidence demonstrates that a well-designed regional active economy can have a measurable environmental impact in areas such as pollution and carbon emissions.

### INSIGHT 10



#### Economic Impacts

The active economy employees 43,000 Calgarians and contributes \$3.3B directly to the regional GDP.

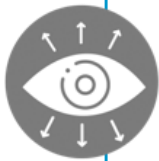
# FROM INSIGHT TO ACTION

**Vision:** Calgary is Canada's most livable region.

**Mission:** The Calgary regional active economy (RAE) is recognized as a global leader through a sustained collaborative commitment *to the region's economic, human, social and environmental prosperity.*

## A Shared Vision

The RAE is integrated, and actionable, fostering collaboration and learning that leads to sustainable community prosperity.



## Goals

1. The RAE is recognized as a global leader for its sustained commitment to collaboration.
2. The active economy is a central policy issues facing all levels of governments.

## Priorities

1. Put people first.
2. Embed a culture of collaboration.
3. Operationalize as a collective
4. Develop rigorous performance measures.

## Live Active Lives

The RAE is committed to enhancing physical and mental health and wellbeing by embedding physical activity into all aspects of life.



## Goals

1. Lead Canada in all indicators of physical and mental health.
2. Lead Canada in active transportation adoption.
3. Lead Canada in the adoption of small business workplace wellbeing.
4. Lead Canada in the integration of school based physical activity.

## Priorities

1. Advocate for sustained investment in:
  - Active transportation
  - Workplace wellness.
  - Regional transportation.
  - Integrate schools into an active regional plan.

## Build Community

The RAE connects and builds community. We are committed to ensuring everyone in our community, regardless of age, ability, background, or income, are empowered to participate in the many roles of our RAE.



## Goals

1. Lead Canada in inclusive governance of our RAE.
2. Lead Canada in indicators of physical activity.
3. Lead Canada in indicators of social cohesion.

## Priorities

1. Commit to ensuring inclusive governance.
2. Develop ecosystem-level strategies to increase physical activity within marginalized communities.
3. Develop a RAE human capital strategy.



## Innovate & Grow

The RAE is driven by agile entrepreneurs, and innovators who aspire to be global leaders by embracing disruption as an opportunity.



## Goals

1. Lead Canada in direct economic contribution of RAE to the regional GDP.
2. Lead Canada in active economy start-ups.
3. Double its economic contribution of RAE to the regional GDP.

## Priorities

1. Provide support for enterprise scaling.
2. Develop a RAE investment program.
3. Facilitate harmonizing ecosystem collaboration utilizing technology.

## Drive Sustainability

The RAE must be sustainable and protected for future generations.



## Goals

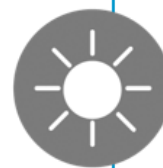
1. Lead Canada in active economy energy consumption reduction.
2. Lead Canada in active economy water consumption reduction.
3. Lead Canada in active economy waste reduction.

## Priorities

1. Advocating for sustained investment in active urban planning and active transportation.

## Inspire Others

The RAE is recognized by our community, Canadians and the world as the Calgary region's greatest single asset that defines our community's identity.



## Goals

1. The RAE is recognized as a global leader in its contribution to community prosperity.
2. The RAE is recognized as a global leader in its contribution to talent attraction and retention.
3. The Calgary region is the leading destination for active economy enterprises.

## Priorities

1. Deploy coordinated and sustained key messaging across the ecosystem.
2. Embed the RAE as a pillar to drive talent attraction and retention across all sectors.



