

A New Way Forward for Sport in Alberta

Engagement Session: Edmonton

January 20, 2010



Table of Contents

INTRODUCTION.....	3
1. ASSETS.....	4
2. OPPORTUNITIES.....	4
3. BIG IDEAS/GOALS.....	5
4. WHAT SPORT CAN DO.....	6
5. CHANGES IN OUR WORLD/YOUR ORGANIZATION.....	6
6. CHANGES IN OUR SYSTEM.....	7
7. CREATIVE RESOURCING.....	9
8. WHAT DO WE WANT TO WORK ON TOGETHER?.....	10
ANNEX I: PARTICIPANT LIST.....	11
ANNEX II: COMPILATION OF WRITTEN COMMENTS.....	12
ASSETS.....	12
OPPORTUNITIES.....	14
ONE BIG GOAL.....	15
WHAT SPORT CAN DO.....	17
CHANGES IN YOUR WORLD / YOUR ORGANIZATION.....	20
CHANGES IN OUR SYSTEM.....	24
CREATIVE RESOURCING.....	25
WORKING TOGETHER.....	27

Introduction

Sport Alberta is engaging sport leaders in Alberta to discuss a clear direction and **New Way Forward for Sport** in Alberta. The purpose of this engagement process is to ensure that we, as a province and as a sector, build the sport system that we want and need for the next 10 years and beyond.

An important component of this engagement process were a number of sessions conducted across the province starting on January 18 in Lethbridge and ending on January 20 in Grande Prairie. The following *Outcomes Report* provides a summary of the discussion that took place on the morning of January 20, 2010 in Edmonton (a list of participants is included as **Annex I** to this report). It is not a verbatim record of what was said, but rather, a summary of the key points that were raised.

As part of the conversation, participants were encouraged to provide written comments on the following eight (8) questions:

1. **Assets** - *“Please list the (priority) assets – here in our community and across Alberta – that we can draw on for the coming decade”*
2. **Opportunities** - *“Please list the big opportunities – here in our community & across Alberta – that we can focus on during the coming decade”*
3. **One Big Goal** - *“Is there one big goal that would excite you to work on for Alberta sport? For Alberta?”*
4. **What Sport Can Do** - *“Sport makes a difference beyond the playing field. What does Sport do for Alberta? What more could it do?”*
5. **Changes in Our World / Your Organization** - *“What are they? The difference they will make for sport in Alberta and for Alberta?”*
6. **Changes in Our System** - *“Do we have what we want? If not, what are the ones we want? Design, structure, governance, accountability?”*
7. **Creative Resourcing** - *“Do we have the resources we need to make this all come about?”*
8. **Working Together** - *“What from today gets you excited about working together to make things happen? How can you see yourself contributing?”*

The aggregation of these comments is included as **Annex II** to this report. The key learnings from these comments are integrated into the body of the report.

1. Assets

Sport leaders in Edmonton identified a very broad range of current and potential assets that can be mobilized by the sport sector including:

- **Facilities**
 - Winter sport facilities
 - Major Games legacy facilities
 - Training Centres
 - Go Centres
 - Network of Sport Development Centres
 - Canadian Sport Centres
 - Universities
 - Percy Page Centre
 - Centralized location centre for PSOs
- **Human Resources**
 - Volunteers – coaches, athletes, officials, administrators
 - Sport leaders
 - Access to technical support and sport medicine
 - Coaching Association of Alberta
 - Entrepreneurial Spirit
 - Introduction of LTAD/CS4L
- **Hosting**
 - Organizational ability for big events
 - Edmonton Events International
 - Successful past events
- **Natural Environment**
 - World class natural sports/recreational environment
- **School System**

2. Opportunities

Sport leaders also identified a broad range of opportunities both in Edmonton and across the region and province including:

- **Increased focus on Sport in Schools**
 - Phy ed specialists in K to 6
 - Increased synergies with CIS/CCAA
- **New hosting opportunities**
- **Increased focus on Sport in culture and recreational policies**

- Grand unified theory of policy and planning
- **Introduction/education around LTAD/CS4L**
 - Transition to implementation phase
 - Physical literacy
- **Increased funding**
 - Development of a plan for more effective/efficient funding distribution
- **New/Expanding Organizations**
 - Alberta Coaching Association
 - Sport Alberta (Policy)
- **Increased interest in sport**
 - Results out of Olympics Vancouver 2010
 - Challenge is that many sports are at the end of the season when there will be an upswing of interest following the Olympics
 - Do we have the programs in place to bring these new participants in to the sport, even if only for a few weeks?

3. Big Ideas/Goals

Sport leaders were asked to identify the one big goal or idea that would excite them about working on sport in Alberta

- **Improvement of life for every Albertan through sport**
 - Provide physical activity opportunities for all Albertans that will lead to a healthy, happier more connected and productive society in Alberta – start in the schools
 - Unified sport structure that supports a holistic approach to the development of physical literacy and sport through link health and education
- **Universal physical literacy**
 - In ten years, generate universal physical literacy in Alberta
 - LTAD – full integration into NSO, PSO and local/municipal sport orgs
 - Restructure Sport system/delivery on LTAD model
 - Inclusion of disability sports
 - Sport (active recreation) becomes a key component of how children and youth spend their critical hours between 8-6pm through a comprehensive provincial after school policy
- **Improved training for coaches**
 - Increased youth participation through better foundational level coaching
- **Increased participation and retention**
- **To achieve a world class sport delivery system across all levels to achieve world class results**
- **Sport organizations working together to ensure the better use of resources**
 - Develop a strategic plan in all sports to allow for the cross training and participation in more sports
 - To be a leader in centralizing a sport plan for the Nation, not just Alberta

4. What sport can do

An important area of discussion amongst leaders was the difference that sport can make for Alberta beyond the playing field. Some of the ideas that were discussed included

- **Benefits for Children**
 - Positive social life and interactions for children
- **Growing Leaders**
 - Development of confident leaders
 - Leadership in the province and the country
 - Role models for young people
- **Significant Economic Impact**
 - Contribute to the economy and city through sports ability to attract and put on amazing events
 - Drives tourism
- **Health Impacts**
 - Improvements to the key determinants of health
- **Builds Stronger Communities**
 - Sport helps to build communities
 - Brings folks together and helps to create the social capacity
 - Sport facilities are community anchors
 - Crime reduction amongst youth
- **Promotes Local and Provincial Pride**
- **Inclusion and Enhance Opportunities**
 - For newcomers
 - For disabled individuals and athletes
 - Those with low incomes

5. Changes in Our World/Your Organization

As a province and as a country we are entering a time of change and transition. Moving post-Vancouver 2010 there will be a shift in the attention and resources dedicated to sport. Similarly, in a post-recession environment of structural deficits there will be very few additional resources available for new programs and there may be cuts to existing funding programs at both the provincial and federal level. In Alberta, the Alberta Sport Policy is sunsetting and there are other changes at the provincial level that are impacting on sport organizations and leaders.

In this context, sport leaders were asked about the changes that their organizations are undertaking and the possible impact of these changes for the sport sector in Alberta and, more broadly, for the province as a whole.

Some of the key ideas that emerged included:

- **Paralympics organizations are organizing games between disabled and able-bodied kids**
 - By end of game there is a new respect from the able bodied kids and it gives the disabled kids confidence and the sense that they are in community
 - The contribution to Alberta is to help the disabled world develop more confidence and bring that confidence to the working world
 - Canada Special Olympics has started a program for special Olympics kids for ages 2 to 10
 - Partnering with service organizations
 - Impact will be that athletes with disabilities will have a greater opportunity to integrate into regular sports because they will develop in parallel with their peers
 - Will create leaders and advocates
- **Calgary and Edmonton are top ten destinations for immigrants, which means that there is an influx of non-traditional games in these communities. One change is to integrate these games into the mainstream sport sector to create opportunities for newcomers in our communities.**
 - A number of athletes bringing the sports that they are familiar with
 - Growth in cricket and rugby
 - Growth of action sports games like X-sports and other non-traditional sports that dominate sponsorship
- **Changes in sport delivery**
 - Movement towards a sport for sport and/or LTAD/CS4L model of sport
 - Impact will be to increase the recognition of the need to create opportunities for young athletes across a number of sports
 - Increased professionalization of coaches
 - Impact will be to deliver a more consistent level of coaching and experience of sport across all ages and levels.
 - Systemic changes in communities to reduce barriers to recreation
 - Exploring the potential for economies of scale/reductions in duplication across organizations such as CIS/CCAA
 - Impact would be to increase opportunities to play at the appropriate level and reduce time commitments/travel costs for athletes
- **Changes in Funding Models**
 - The ASPRWF foundation is looking at providing funding mechanisms to address emerging trends in sport.
 - This should provide greater and more responsive ways to support sport in Alberta

6. Changes in Our System

For the last part of the conversation, Sport leaders were asked to put aside their individual and/or organizational affiliations and think about the sport sector in Alberta more broadly. In this context they were asked to think about whether Alberta has the sport system that we want. In general, the response

was “no, but ...”. Put differently, participants suggested that the system works fairly well in terms of individual sport organizations, NSOs, PSOs and clubs. The challenge that was articulated was in terms of the integration of the parts, the ability to align all the components of the system in service a set of common objectives. An important part of this integration is the ability to mobilize facilities across educational platforms and municipalities.

A common concern within the sport sector and in relation to the sport sector and other related sectors such as health and recreation is that sport organizations and the sport sector itself are trapped in ‘silos’. These silos prevent communication both within and across sectors. Similarly leaders suggested that there has been a significant investment in national programs like LTAD but that these national programs have not necessarily filtered down to the local and regional levels, at least not yet.

A further concern that was expressed was the lack of continuity in the sector – no one takes the global view in the sector. Leaders suggested that there are lots of leaders in sector provincially but that there is no leader in sport who will be accountable for the results and the performance measures that we collectively set as a sector. They also suggested that the flip side of having good leadership is having good followers who can follow the leader.

One interesting phenomenon that was identified was the tension between the desire for integration within the sector under a strong central leadership body and the desire autonomy and the ability to innovate in ways that are appropriate for local and regional environments. Leaders emphasized that by its nature sport is competitive and sport organizations are going to compete for resources. This competitive nature is encouraged by incentives at the federal and provincial level that encourage competition and discourage coordination and collaboration. For example, Athletics consists of a number of different sports - would they have more money in their pot if they were 27 different sport organizations instead?

Overall, there was support for the LTAD process with the caveat that it is critical to implement LTAD in a way that “raises all boats”. A critical question in this regard is whether the success of the sector should be measured in terms of high performance results or in terms of participation and the growth of the sector – or an inclusive set of measures that attends to the diverse experiences within sport.

One question that was asked is what is stopping the sport sector from undertaking the desired changes by itself. In particular, what is stopping the sector from moving beyond its silos and suggesting the right forms of incentives while looking to build stronger connection with other sectors, like education, for example?

Outcomes and Values

There was an interesting conversation around outcome and values. Sometimes leadership is built around shared outcomes such as reducing crime. In other cases, say in the environment, the leadership is built around shared values. The point was raised that in sport our common ground tends to be around values. Fair play is a commonly shared value even amongst organizations seeking different outcomes, such as increasing the number of Albertans that reach Olympic podiums or decreasing

inactivity levels amongst newcomer population groups. Similarly, the values are critically important because no one really knows what the outcome is going to look like from complex initiatives like CS4L and LTAD.

At the same time, values can get lost in semantics - they can mean different things to different people and they become very inclusive. You need to share the values, but in a group setting values tend to get watered down.

A comment was made that Sport, in general, is seduced by the acute victories and failures in the moment and that we need to look at other kinds of outcomes. At the same time, however, another leader suggested that people only become accountable to measurable outcomes.

There was strong support for the notion that Alberta needs a values system where we can all be involved in sport from archery through to major hockey and that we need to include everyone in the playing field and getting everyone involved. In this way, a core value that was suggested is about keeping kids active and helping to break down barriers between what sports people should be playing.

7. Creative Resourcing

One of the ideas that leaders explored were potential resources that could be mobilized to support the sport sector and the outcomes that it would like to achieve. Due to time constraints there was not a lot of time during the session for conversation in this regard, however, leaders provided a number of thoughtful and insight ideas through the written feedback including:

- **Shared Resources across sports**
 - For example, multi-sport clubs and sharing resources
 - Merging NSO's and PSO's in regions to eliminate duplication
 - Integration and shared scheduling for facilities
- **Coordination**
 - Development and integration of regional sport councils
 - Developing a cross-sport database of contacts
 - Coordination of media contacts
- **Hosting events reaching out to other organizations that can mutually benefit from the experience**
 - How can we engage other sport organizations in the experience say of hosting games or national championships?
- **Use of the Tax System**
 - Creating incentives for volunteers or for coaches to write off their associated expenses.
- **Improved communications**
 - Mobilizing the internet and web based applications to support the sector

- Trying to partner with a programming organization that is going to supply free websites to organizations involved in community sport
- The internet is a huge resource that can be accessed through partnerships

8. What do we want to work on together?

The final part of the conversation with sport leaders focused on the things that we want to work on together moving forward. One suggestion was to follow up on the summary of outcomes from across the province. A related idea that was raised was the possibility of getting back together to talk about the main findings that emerge from the sessions. The suggestion was also made that events like this could be webcast to be more accessible to those who need to travel

One interesting comment that was made was that it is very enlightening for volunteers to get in a room with experts and professional people and to make connections that might not otherwise get made. Building on this comment, it was suggested that it would be good to have a forum with Athletic Directors and other professional sport people and the volunteer community to help spread learnings and best practices.

Leaders also talked about the possible roles for Sport Alberta. There was support for the idea that SA could serve as a clearing house for knowledge and ideas, and that it could help to build the case for sport in the Province. There was strong support to continue the dialogue that was begun with this session.

The session concluded with a summary of next steps in the SA process going forward.

Annex I: Participant List

Darryl Szafranski	darryl.szafranski@tennisalberta.com
Rob Svarich	rsvarich@trileisure.com
Phil Moreau	skateab.pmoreau@telus.net
Nicole Poirier	Nicole.Poirier@edmonton.ca
Barbara Kusyanto	barbk@lifesaving.org
Katie Spriggs	katie.spriggs@ualberta.ca
Peter C. Wong	petercwong@shaw.ca
Jennifer Luzia	jluzia@synchroalberta.com
James Hood	jameshood@swimalberta.ca
Johnny Byrne	jbyrne@specialolympics.ab.ca
Bill Persley	bill.persley@portagecollege.ca
Kari Binder	saltopd@gmail.com
Brenda Evjen	softfx@softfx.ab.ca
Jeff Davis	jdtemp1@shaw.ca
Kevin Ulvestad	kpu@xplornet.com
Gary Shelton	gshelton@edmontonsport.com
Salvi Cammarata	scammarata@AlbertaSoccer.com
Neil Turnbull	nturnbull@AlbertaSoccer.com
Jim Skillings	jskillin@telusplanet.net
Dennis Grover	berden@xplornet.com
Greg Ryan	gryan1@ualberta.ca
Ian Reade	ian.reade@ualberta.ca
Jimmy Smith	jdsmith3@ualberta.ca
Bernie Masterson	thunder@concordia.ab.ca
Todd Warnick	todd.warnick@concordia.ab.ca
Robert Connors	robconnors@athleticsalberta.com
George Multamaki	gmultamaki@edmontonsport.com
Ken Schildroth	schildrothk@macewan.ca
Kim McDonald	kim@parasports.net
Vicki Harber	vicki.harber@ualberta.ca
Terry Nistor	terry@bluescorpion.ca
Blain Fuller	blainfuller@hotmail.com
Bill Werry	Bill.Werry@gov.ab.ca
Julie Stormer	julie.stormer@edmonton.ca
Gregg Meropoulis	greggm@nait.ca
Michael Cook	michael.cook@ualberta.ca
Mike Robinson	mikerobinson@athleticsalberta.ca
Suzan Harrison	suzanne@parasports.net
Jim Denison	jim.denison@ualberta.ca
Denise Gariepy	dgariepy@arpaonline.ca
John Short	jcshort@shaw.ca
Glen Cowper	glen.cowpar@gov.ab.ca
Bill Werry	Bill.Werry@gov.ab.ca
Scott Robinson	srobinson@hockeyalberta.ca

Annex II: Compilation of Written Comments

Assets

“Please list the (priority) assets – here in our community and across Alberta – that we can draw on for the coming decade”

- Facilities (16)
 - o Go centre – under construction
 - o Winter Sport facilities (6)
 - o Communities near Edmonton have added many new facilities
 - o Need year round facilities (3)
 - o Edmonton Facilities
 - o Infrastructure
 - o Major Games legacy facilities (2)
 - o Access to facilities (2)
 - o Velodrome successor
 - o Speed skating oval successor
 - o 50 more pools
 - o Training centres
 - o Go Centre
 - o Percy page centre Percy Page centre (PSO’s)
 - Centralized PSO’s
- Funding availability (6)
 - o Lottery funding (4)
 - o Disposable income
 - o Provincial budget surpluses (hopefully)
 - o Sponsors
 - o Provincial funding (2)
 - o Resources at the community/municipality for rec. sport
- Olympic leftovers in Calgary
 - o Olympic legacy
- People resources (5)
 - o Population (2)
 - o Current leaders
 - o Access to expertise (2)
 - o Kids
 - o Officials
 - o Coaches (3)
 - o Coaches desire to improve the participation in sport
 - Strong coaching support (2)
 - Development of Alberta Coaching association
 - o Public support
- ACAC/ACDC/ACOC (5)
- Sport Matters in Alberta
- Sport Org’s
 - o Integration of sport orgs for more power

- Organizing big & smaller events
 - o Past successful hosting championships/worlds
 - o Civic events office
 - o Edmonton Events International (EEI) (3)
 - Sport Bid support
 - o Hosting support
- Volunteers (11)
 - o Volunteer pools
 - o Volunteer Ethics
 - o Volunteers development
- Schools/centres for Sport
 - o Network of sport development centres/Canadian Sport Centre Calgary (2)
 - o Sport Development
- Supernet
- U of A (3)
 - o Winter sports mountains international links
 - o University P.E. department
 - o Relationships – COE, Province, Universities, researchers (2)
 - o Post-secondary institutions (2)
- Knowledge base
 - o Knowledge infrastructure
- Beginning of integration
- Entrepreneurial spirit
- CSCC
- Access to sport science
- Mountain parks
- Sport tourism
- LTAD – CS4L
- Professional teams
- Moving toward Governance
- Public education system
- Attitude/support for sport in general
- Diversity
- Demographic growth
- ESC
- International opportunities
- Grass roots (2)
- Partner development
- Edmonton Sport Council (3)
- Education system (2)
- ASRPW Foundation
- SDC
- Just do it attitude
- Alberta Rec & Parks association to reach and message communities
 - o City of Edmonton Rec facilities

Opportunities

“Please list the big opportunities – here in our community & across Alberta – that we can focus on during the coming decade”

- Support for increased funding – facilities – sport Dev.
- Integration of sport orgs for more power (2)
- Continued participation (2)
- Hosting of large events
 - o Hosting ability
- Facilities (3)
 - o Expo bid – potential for facility legacy if successful
 - o Infrastructure by way of organizations/funding are available
 - o Accessible facilities
 - o Outdoor tennis facilities
- Funding (4)
 - o Development of a plan to most effectively access and distribute available funding for sport in Alberta
 - o Better focus on grants
- Development of grassroots sport through Alberta Games, Western Canada Games, Arctic Games and Canada Games (5)
- Special Events – multi-sport games, national championships (6)
 - o Open volleyball tourneys with 800 teams
- CS4L implementation phase (4)
 - o Development of CS4L ambassadors (2)
 - o At a grassroots level
- LTAD (4)
- CIS/CCAA college & university sport potential synergies or integration (3)
- Post-Olympics a chance to build on successes
- Transition from current Alberta Sport plan
- Economic recovery – opportunity to improve systems & efficiencies
- Success of 2010/2010 Olympics for Canada
- Public Education (2)
 - o Physical Education K-6 (4)
 - o Scholarships
 - o Recognize achievements of our athletes at the grass roots level (2)
 - o Utilizing the current knowledge and future knowledge that is being developed through education
 - o After school hours – policy development, opportunity to reach more youth/children & actively engage in rec/sport (2)
- Physical activity/Sport for all
 - o PA , sport and recreation for individuals with disabilities
- Physical literacy (2)
- Fully operational district/regional training centres
- Momentum of VANOC and more consistent/continual funding = Australia Sports Model
- Coaches (2)
 - o Training for Ref’s and coaches
 - o New direction in coaching, LTD, and sport orgs working towards a new future

- Development of Alberta Coaching association (2)
- Collaboration of organizations
 - Collective efforts between sport orgs
 - Coordinated approach and shared if we begin the conversation NOW
- Sport – Culture and recreation policy (3)
 - Multi-culturalism – in sport & culture
- South campus development
- Provincial – National opportunities
- Advancements in technologies applied to sporting community
- Sport Alberta to develop a collaborative system in a non-collaborative world
- Overall increased awareness concerning the importance of fitness and nutrition to individuals of all ages
 - Partnership improvements
- Sport Science research through U of A
- Increased competition around the province
- Renew Alberta Sport Plan (2)

One Big Goal

“Is there one big goal that would excite you to work on for Alberta sport? For Alberta?”

- Foundational level coaches well trained
- Well developed programs to entice youth to stay involved through coaching
- Getting other sports understanding what gymnastics does on the foundational levels (no need to reinvent the wheel with FMP’s)
- LTAD – full integration into NSO, PSO and local/municipal sport orgs
 - Restructure Sport system/delivery on LTAD model
 - Would we be better off with a multi-sport club-based delivery system below the elite level?
- Increased participation
- Increased retention of participants
- Development of regional physical literacy centres/academies. Focus on developing physical literacy (K-6)
- Increased awareness and inclusion of disability sports
- Have an increase in disability programs throughout Alberta
- Support, integration and communication across the Province
- Lower the obesity level of our provinces residence by a number of methods
- Bring “sport” back into priority in Government focus – which seems to have disappeared somewhat
- Winning National Championships (National events or International)
- To achieve a world class sport delivery system across all levels to achieve world class results
- High schools competing at higher national and international levels
- Major hockey title for NCAA and CIS teams
- Better communication about amateur sport at all levels
- The alliances of sport working together to better use resources available to them.
- Coaching: a solidification of the coaching community.
- Sport Alberta identifies one key collaborative activity and a group of PSO’s commit to it.
- Engage more people in sport commitment at all levels

- Implementing CS4L with initial focus on Physical literacy (0-12 years of age)
- Eliminate premature single sport specialization (eliminate territorialistic behaviours toward our athletes, facilities and resources)
- More athletes involved in sports outside of public/private school system
- To host or bring back a large multi-sport event to AB
- Inclusion of more sports in the high school system
- Develop a strategic plan in all sports to allow for the cross training and participation in more sports
- Specific professional development program(s) for our coaches
- Facilities development
- Improvement of life for every Albertan through sport
- Increase grass root levels, not ignore them, pay more attention to this level
- Facility improvements
- Development of year round region tennis training centres
- Develop a funding scheme similar to major facility enhancement program
- Year round facilities
- Provide physical activity opportunities for all Albertans that will lead to a healthy, happier more connected and productive society in Alberta – start in the schools
- Sport for health, achievement, lifestyle, sport for life
 - o Break down barriers and stigmas that exist around sport and physical literacy for all
- An integrated sport delivery system for the province
- Health and community benefits of sport – to find a way that messages this in a new and exciting way
- To be a leader in centralizing a sport plan for the Nation, not just Alberta
- To completely restructure competition, physical literacy and physical education to youth sport
- Development of e-services for all members
 - o Registration database
 - o Coach volunteer database
 - o Referee database
 - o Online teaching for coaches and refs
 - o Other education delivery
- A world championship in a high profile sport that involves the whole community
- Push for a positive coaching council all levels
- Along with positive ref training
- More big multi-sport games
- Expo 2017
- New Velodrome
- New speed skating oval
- Local skateboard & mountain bike parks
- BMX cycling track
- Add ons to sport tourism – attendance, tournaments, tour the province
- Travelling clinics for athletes and coaches
- Make sport charitable for tax purposes
- Coach cycling as done in Europe
- Gymnastics being involved in the “GO” centre
- Coach training programs changing to help develop stronger coaches from foundational levels
- PE k-12 gymnastics is included – finally being recognized
- LTAD

- Daily physical activity – physical literacy – phys ed specialist
- Policy development
- Greater importance on high school sports (amateur) in society in Alberta
- The opportunity to collaborate with other provinces, regions, countries to better sport Alberta
- Sport (active recreation) becomes a key component of how children and youth spend their critical hours between 8-6pm through a comprehensive provincial after school policy
- Fully integrated system that reaches children at the local community level [embracing/engaging] each child to become physically literate
- World cups (various sports)
- Health awareness
- Young champions
- Universaide 2020?
- Unified sport structure that supports a holistic approach to the development of physical literacy and sport through link health and education
- Develop a plan to coordinate and most effectively distribute funding for sport in Alberta
- Provide a framework for the coordination of all sport activities in Alberta
- Educate the province on the overall value & benefits of sport and physical literacy
- Develop a sport plan that is accepted and supported across ministries
- Easier access to funding for minor sports in rural communities
- Incentives for volunteers in minor sports and amateur sport
- Renew Alberta Sport policy and plan
- The unification of all things sport
- Having sport clearly recognized evaluated with the provinces
- Do not alienate the grass roots

What Sport Can Do

“Sport makes a difference beyond the playing field. What does Sport do for Alberta? What more could it do?”

- Funding for those individuals that are not able to afford to play the more expensive sport out there. An easier way to apply for that funding on an individual basis
- Does make it healthier, proud, confident, develops leaders and heroes
- Can do the above for more, and make sport more accessible and enjoyable for all
- Community pride, citizenship, health promotes the province – visibility
- More accessibility to more participants
- Increase general health and tackle you related health issues
- Does community spirit, importance of health and wellness, phys ed, recreation and leisure, social
- More education, training ops, opportunities for disabled and indigenous and return on investment results
- Community and individual health
- Identity (team and community)
- Economic boost (events)
- Recognition (team and individual excellence)
- Environment awareness

- Bridges the gaps btwn social –cultural- economic groups, creates unity within these groups, adds to our collective as a province and a nation, gives opportunities to express our culture through sporting activities
- We can always do more to bring new members to our community to a sense of belonging
- Sport liberates people from the daily bullshit
- Sport could do more in collectively opening doors to participants – low income, children
- Social/community focus and involvement – probably stronger in small communities
- Promote positive connections btwn people and communities
- Improve physical and physiological health and well being
- Create (more) integrative model for the rest of Canada
- Awareness of healthy lifestyle
- To give recognition to province/country as athletes compete o/s province/country
- Sport creates a community atmosphere in a world where old fashioned communities no longer exist in the populated areas
- Sport is a training ground where young people can learn skills required for the rest of their lives
- Help to decrease the provincial health bill
- More active and healthy Albertans
- It could engage more sporting opportunities
- Fitness/Health/Character
- Promote involvement/participation
- Improve health of Albertans
- Influences positive character of an individual
- Affects the education of individuals in a positive way
- Affects family life in a positive nature
- Provides opportunities to be involved at all levels
- Tourism
- Opportunity for kids – activity
- Fitness, vitality, competition
- Develops leaders
- Provides social networks
- Decreases crime
- Provides sense of community
- Healthy population (mental, physical, social)
- Provides opportunities
- Makes for livable communities
- Keeps people active/healthy
- Build community volunteer capacity
- Cooperative use of funds
- Help eliminate intense use of volunteer resources
- Build communities (2)
- Becoming more inclusive, ethical and positive
- Sport at grass roots level
- Life skills, education
- Builds character, ethics, fair play, discipline
- Better dev. Of coaches
- Better role models
- Produce better citizens (2)
- Pride

- Future leaders
- Investment (time, money, resources) for the development of the community for all
- Immigrants bring their sports with them. We must find many ways to welcome and expand sports to newcomers
- Facilities are key
- Find additional funds to assist those young boys and girls that can not afford the equipment or registration fee's
- Brings people together from many different backgrounds, religions and ethnicities
- Sport creates a healthier community
- I find kids that are involved in sport or PA teaches kids to focus and work with teams
- Develop leaders in our communities (2)
- Develop healthy lifestyle through recreation
- Creates stronger communities (5)
- More: inclusion of athletes with disabilities, more competition for everybody not just elite athletes, and easier access for lower income families to get involved
- Socialization of population
- Reflects values of society specific to AB
- It could be more accessible
- Sport/eco-tourism
- Encourage c/y to become physically literate by introducing a variety of new critical skills
- Safer communities/connected communities
- A more educated society – healthy body and mind (2)
- Opportunities for youth
- Creates heroes / leaders (2)
- Teaches healthy lifestyles
- More: access for immigrants, be more accessible to low income individuals
- Sport provides avenues for Albertans to compete, promote active and healthy living and enhance social networking
- Could do more by creating opportunities for collaboration amongst sport groups and associations to more effectively address needs of Albertans
- Could (if resourced properly with cooperation between sports) contribute to a life long physical literacy for Albertans
- Build communities/pride/engagement
- Build leaders
- Set people up to be active for life – health and wellness legacy
- Economic generator
- Keeps kids off the street
- Preventative medicine
- Emphasis on development

Changes in Your World / Your Organization

“What are they? The difference they will make for sport in Alberta and for Alberta?”

- Examine how we allocate facilities – exploring method of allocating space more effectively (better use of space)
- Program delivery: sport for sport, sport for recreation, activity for physical literacy, physical literacy for sport - better programs
- Funding models? Economy? Sustainable / self reliant orgs
- Participation in gymnastics is Sherwood park in particular has been growing at a rate of 14% per year for the past few years. Satto Gymnastics has contracted a feasibility study to look at trends and give recommendations to types of growth that the facility can handle – Feasibility studies will help volunteer boards set goals that will be realistic for their particular sport program and be able to handle demand or meet demand to a fuller extent and meet community needs
- Increase professionalism in events organization, officials, skills and sport org operations
- Increased involvement in active living and recreational aspect
- Automating player registration
- Moving to governance model
- Sophisticated needs of high performance sport
- Professionalization of coaching
- Improved understanding and working relationships with PSO's and NSO's
- Giving more high performance athletes opportunities to compete in Canada (versus leaving for the US)
- Improve opportunities for coaches
- Through LTAD/CS4L – implement the foundations of sport science and how they impact youth to adult stream of sport
- Funding for sport science support is usually started/given to high level athlete – need to develop @ younger ages
- LTAD/CS4L implementation by special Olympics AB
- Inclusion
- Better understanding and comfort with individuals with intellectual disabilities
- Financial problems of parents
- Trying to reach as many kids as possible to encourage involvement
- Keeps kids off the street gets them healthy
- Build team relations
- Recreation engaging sport in partnerships to collaboratively integrate CS4L in Alberta's communities through ARPA's community sport development task group
- Advocacy for afterschool agenda/policy for recreation to be accessible during this period
- High five/high five sport – quality assurance standard for children/youth recreation and sport programs
- Everybody gets to play – systemic changes in communities to reduce barriers to recreation
- “Kids at hope” philosophy integrated into programs (including rec/sport) that introduces recreation/leisure pursuits as an indicator of personal success
- Recreation taking a leadership role in implementing CS4L in AB communities
- Facility inventory tracking system (FITS) to inventory community recreation facilities/fields to assess needs, funding, policy/programs (i.e., RINC) disbursement in a systematic manner
- Children in nature to combat nature deficit disorder

- Participation in recreation positively influences education, justice requirements, health & wellness, tourism/eco-tourism
- Investigation into CIS/CCAA orgs - are there economies of scale – Duplicate administrations – can these two groups function more effectively in a diff. format - consultants are reviving/ researching this area – Opportunities to play at appropriate level – NCAA model (Div1 Div2 Div3) – Reduced costs/reduced travel – increased opportunities
- Addition of new sports at an educational institutions
- Sport growth in a provincial post secondary athletic organization
- The addition of men’s and women’s volleyball to our University sport offerings and the work towards joining the ACAC. This creates another outlet for high performance volleyball at the post secondary level in Alberta which will have a trickle down effect for athletic opportunities and strengthen the support for CIS/CCAA amalgamation through programming being the same between both leagues
- Massive changes in media creates new ways to tell the world what we’re doing – that’s good – what’s bad is that established outlets continue to focus more and more on pro’s, and only on pros
- Promote the benefits of sport participation
- Healthy body and healthy minds
- Professionalizing athletics media impacts – student impacts – more pride – institutional impacts infrastructure assets
- Volleyball Canada – aggregate tournament in all age group across Canada
- More \$ in the volleyball system more teams allowed to compete
- Sledge hockey
 - o We bring stand up teams in to play against the sledge team
 - o This impacts each group for the able bodies it brings awareness, respect, growth – in the differently abled it brings confidences, social ability and growth
 - o Outcomes is that the disabled will have the abilities to be more confident in their working world, in the communities for Alberta
- Tennis is becoming more popular
- Interest from public therefore potential to develop market and development of infrastructure coaching, facilities
- Develop tennis life style = to hockey/soccer
- Development of “tennis moms”
- No we don’t have what we want! \$ for facilities (year round)
- Partnership development
 - o Policy development
 - o Funding programs for capacity development (partner driven)
- Role of municipality in sport
 - o Defining scope and involvement
 - o When do we work with partners and when are we responsible for the program, facility service
- Strategy development – facilities development in Edmonton
 - o Curling
 - o Gymnasiums
 - o Fields
 - o Artificial turfs
 - o Seniors centres (role in rec and sport)
 - o Wheeled recreation

- Track & field
- Difference:
 - Could provide a model for other communities. Research and information regional linkages
- CS4L
 - Partnerships and awareness
 - Building physical literacy and opportunities to develop children, youth and adults to be healthy
 - Via improved physical literacy, increased participation and positive enjoyment
 - Improve high performance sport in Canada
- The ASRPN foundation is looking at providing funding mechanisms to address emerging trends in sport, we tend to be quite slow to respond to these emerging trends and issues and hope to identify processes to better address these types of trends. Obviously this should provide greater and more responsive ways to support sport in Alberta
- Collaboration with other orgs
 - Creates efficiencies
 - Has created opportunities that would not otherwise exist for sport promotion, human resources(?) events
 - Potential to increase our member base thereby creating additional opportunities such as demands for facilities that may lead to facility development
- In the process of developing an athletic program for special Olympic athletes ages (2-10)
- Developed a Atom football program
- Working with special Olympic Alberta to develop a floor hockey league
- Creates more opportunity for young Albertans to participate in sport and to try different sports
- Creates greater opportunity for young disabled athletes builds confidence
- Utilizing (taking advantage of) the existing community/municipal system and resources to develop and expand community sport programs. This change will bridge the gap between recreation providers and sport providers. It is not a dichotomy but a continuum of participation.
 - Recreation – sport – elite (HP) sport – this will increase opportunities for participation
- Economics – move funds/less
- Volunteer burnout, volunteer recognition
- Grass roots development
- Fitness and health of society members
- More knowledge (coaching/dynamics – body)
- Drug testing
- Facilities for population needs
- Politics in sports and organizations
- In some ways we do have the resources to make certain things a success, but in some ways there are not enough resources. The hard part is recognizing where the lack of resources are, having/creating a plan and executing that plan in a reasonable amount of time
- It seems to me, after having done research with PSO's around Alberta that the accountability for the administrator within the PSO's is lacking, especially with changing of the certification process for coaches. If the administration of the PSO's in general, had more of an administrative mind rather than a coaching mind, could it be possible that important issue could be resolved sooner, which would benefit the coaches and especially the athletes
- LTAD
 - Sport science approach to athlete development

- Club development – reaching out to public education systems to incorporate athletics as a foundation to physical development
- Collectively getting the ideas of using, running, jumping and throwing as the building blocks to young athletes, before they take on more complex motor functions in other sports
- Creating a confident youth base that will be able to be fit and healthy for life, in competitive and recreational activities
- Trying to improve communication with/among sport groups
- This would increase involvement and commitment among volunteers (hopefully)
 - Current communication model: throwing water at the horse
 - Next model/step: dragging the horse to water
 - Ultimate goal: horse drinks water (regularly)
 - Possible negative outcome: horse doesn't recognize water, falls in and drowns
- CS4L:
 - Increase conversation about sport and physical activity
 - Increase collaboration between a typical sectors /agencies/organizations
 - Difference:
 - Improved participation in physical activity
 - Reduce redundancy via sharing resources (facilities, instructors, coaches)
 - Increase success in sport performance
 - Increase cognitive capacity and sense of worth and well being with Albertans
- Right now I'm trying to unify and strengthen H2O in Edmonton. Region by doing this with an already strong H2O (___) in Calgary region, we can strengthen H2O (___) in Ab? Continuing in all of Canada?
- Ultimate goal is a strong representation of H2O (___) at the Olympics in future
- Also to encourage the international teams to come to Canada to compete against teams
- My generation (organization maybe?) is bringing out a new wave of sports, non traditional and I don't know if we are aware or ready to accept it
 - Immigrants bringing about new sports, again non-traditional
- Political/public attitudes toward firearms are a continuing source of difficulty for shooting sports. Establishing shooting ranges involves complex bureaucratic, is expensive from its onset. This will invariably exist. A group dedicated to closing the facility and prepared to utilize virtually any strategy. To accomplish this, the city of Edmonton has systematically closed every shooting range used by not-4-profits, not invariably the case in which other ACTA communities
- Paying more attention to our grass roots level – increase membership and finding possible future Olympians
- Paying more attention to rural communities – increase membership – new club development
- Better communications between provinces and club level – great efficiency in work – stronger club levels
- Sponsor and partner development – people involvement from corporate
- What are they:
 - Leadership and accountability
 - Professionalization
 - Strategy
- We want:
 - Professionalize – change from volunteer centered
 - Think strategically – change from corporate planning
 - Leadership – identify support and hold leaders accountable

Changes in Our System

“Do we have what we want? If not, what are the ones we want? Design, structure, governance, accountability?”

- Build alliances at the governance level. Even if sports competitor attention, finding athletes and volunteers, they should share best practices in operations and governance at all levels from local club to PSO and strong representation at NSO and higher levels
- A shared leadership model for sport development
- Strong leadership/accountability (what we want)
- Good followership – support
- Capacity limitation- time / benefits of self generated leadership
- Increased connectivity
- There is not one system, and can't even be. The best we can do is agree that participation leads to many good thing. University sport HCSHO connection with (___) sport except for clinics and things. Some groups want medals others want big numbers as a way to validate (___) in existence.
- Leadership and accountability
- Inclusion of all sports to be included in the mainstream events
- Sports for everyone
- For people to know their capacity so they can see how they plus their organization can be used in the bigger picture for the collective whole
- Engage partnership, (___), and cooperation opportunities to enhance sport delivery
- Confusing policy with strategy
- Waiting for the government to lead because in AB it never has
- Do we have what we want? NO! (4)
 - o They need better more efficient connections between sectors
 - o Environmental awareness is missing
 - What are we doing well? And what needs improvement?
 - o They need to develop incentives to engage to contribute to improve system
 - These incentives must go beyond instant success or failure and need to establish different markers of “we’re doing ok” or “we’re on the right track”
- I would say all/most orgs are parent driven? Parent’s change let’s say every 3-5 years therefore leaders are changing then there is a learning curve. I personally would welcome a structure to fall back on to go by. This would be very important for sports just starting out. Also if we joined forces (i.e., Communicate between) resources could be shared i.e., Maybe nutrition seminars etc.
- We are not connected enough throughout any sectors, each group are still silos
- Incentive through sport participation currently for use compete against one another
- Increased resources to help go about this change
- Desire connection
- Communication
- Leadership integration
- Everyone seeing the big picture rather than the small world syndrome

- Bringing together the communities and the education system (schools) to deliver coordinated fundamental physical literacy programs at the younger ages (k-6 grades)
- Bridging the gap between community sport, club sports and school sports
- Provincial afterschool policy
- Standard for excellence in children's play (in Ontario high 5 training is a requirement for acceleration of child care/ afterschool programs)
- Beyond high performance sport – should sport be looking outside to recreation for leadership in implementing CS4L at the grass roots / community level
- Need collaborative system and a system (top down from AB government) that promises collaboration
- Full integration of LTAD
- Development/acceptance of quality standards for the delivery of sport
- Focus on delivering programs that develop fundamental physical literacy
- Shift in the allocation of resources – highest level coaches working at the grass roots level
- We have small systems that work, there needs to be more of a communication between sports PSO and municipalities. Communication needs to get all the way down to the community clubs
- Reward innovation and cooperation
- Greater inclusion
- Stronger development in amateur sport
- Communication across all sports
- Education from grass roots to elite
- Common vision
- Better support system and understanding
- Education tools
- Municipal support
- Design support collaboration between sport, rec, health, education
- We have what we get
- We need provincial leadership
- Not integrated enough
- Separate streams – long term athletic development, elite players, fun/recreational
- Health goals plus sport champions
- Environment impacts
- Accountability for SportsMatters sharing resources (rules clear to all)
- Charges in the NCCP structure
 - o More mentorship from level II onwards for emerging coaches
 - o The question is, are we getting the result we want? Answer no, easiest change and most productive will for coaching

Creative Resourcing

“Do we have the resources we need to make this all come about?”

- Merging of NSO's and PSO's regions to eliminate duplication
- Utilizing the existing municipal program resources to deliver opportunities
- Tax incentives for volunteers
- Web using it to communicate between all sports
- Engage all community clubs

- Brainstorm values and create outcomes from the values
- Remember that resources that are people need to have balanced lives and walk the talk – try not to exhaust a resource
- Tax breaks for people who choose coaching as a career/sport wellness experts – this can help these people feel like valued members of society and keep involved
- Development and integration of regional sports counsels
- Life insurance policy – funds to sport or program or facility open death
- Generally effects to access enhanced resources can be more influential and effective if there are multiple groups collaborating to access the resources
- Partnering, collaboration amongst orgs and business
- Tax incentives – volunteers and active life
- Tax incentives for volunteer time and effort
- Develop a data base of contacts
- Create a collective education system among sport leaders
- Promote sport leadership
- Sport (_____? Lottery) for SportsMatters Advancement of a provincial fitness tax credit
- Web applications
- Non-sport-specific organization nationally
 - o Sport arbitration
 - o Governance
- ASOC has the potential resources
 - o Education of sport science that s not sport specific
 - o Using the tax system to recognize the volunteer sector
- Bringing resources to the grass roots
 - o Online
 - o Regionalized
- Partnership to reduce use of resources
- Optimize use of facilities/area for sport (gyms, schools, pools, rec centres)
- Off season partnerships
- Better transportation to facilities
- Media coordination (fan support, athlete recognition, team build up, knowledge base of sport)
- Volunteer time recognize
- Central referee/officials pool between sports
- Integrated facilities and locations
- Develop “moms”
- Cross-country, downhill, snowboard park, moguls, etc...
- Free websites
- How do we use our resources better?
- How do we create more resources?
 - o Sell sport tourism better
 - o Establish economic impact parameters
 - o This effects businesses and governments
 - o More webcasts of amateur sport
- Use learnings from Aboriginal Recreation Leaders Summit
- ACE communities concepts on community engagement approaches to systematic change in communities
- AB facility inventory tracker system (ARPA) – case for facilities

- (I see resources as \$) Do you know I'm not certain we don't? Do we utilize what we have effectively and efficiently? Is anyone accountable for how resources are expended? Does anyone look at best practices at how much money is vested in "our" sport delivery system? What resources should we have? Do we need? Clearly leadership – clearing house for all things sport.
- Support officials development
- Physical activity tax credit for all and not just our children
- Generally yes!
- Yes, we have the people but we need strategic direction. Only when we have strategic priority can we make "this" come about.
- We have to decide on "this" – just one thing
- Create similar uprising/dedication of resources via response to disaster relief (ie. Haiti) – for sport, a celebration
- A lot of funds go into health care, I personally believe of the people were healthier thru fitness/nutrition (LTAD) then there would be less need for health care
- Volunteer incentives
- Technology
- Money
- Partnership engagement
- An organized strategy for on kind contributions
- Modify healthcare to reward families for healthy lifestyles which reduce active health care costs
- Tax breaks for sport volunteers
- Multi-sport clubs
- The Percy Page Centre where dozens of organizations have offices is one of our major resources
 - o These people could for example, devise new and valuable ways of letting the world know what they do a good opportunity to increase corporate involvement. We have intelligence and effort but little communication and no common system.
- Use of online tools for networking
- Partnerships between orgs

Working Together

"What from today gets you excited about working together to make things happen? How can you see yourself contributing?"

- Learning – hearing/sharing hoping that in some small way my contributions will mysteriously lead to a better sport system in AB
- In small surgical ways to work with others to achieve and move the ball forward
- Increased conversation is good (between sport and other sectors)
- Focus is on the kids and the future of Canada as a country ie. Leadership, healthy contributing lifestyle
- More opportunity, more resources more money/funding that will got further
- More understanding of other groups
- I can create the link at PSO levels and develop this partnership for the rest of the country
- Opportunities to share and obtain perspectives
- Everyone willing to work together
- Participating in meetings and working groups

- Giving a perspective from both my organization and sport in Alberta as a whole
- Keep attending workshops offered
- Keep involved in my sport and bringing ideas forward gained from workshops
- Net working with ALL levels
- Facilitate communication between all groups
- Champion LTAD in my community
- Engage the grass roots
- Advocate for the development for equality standards in the delivery of sport
- Potential partnerships
- Implementation of LTAD
- More inclusive sport system
- Unique ways to provide sport science. Support and information to all levels of sport
- Forums such as this
- Following thru on ideas pertinent and worthwhile to our organization
- Sharing ideas, info – networking with other sports
- Organizing better events that have contributions from the wider (not sport specific) community
- Advocating for the recreational aspect of sport
- Continue to advocate at the grass roots community level to educate my community and school regarding CS4L and physical literacy
- Defining the role of the municipality in LTAD
- Physical literacy and fundamentals
- Actions to take collectively
- Diversity of people in the room and interest to make something happen
 - o Networking opportunities
- Opportunity for change and improvement
- Continue to be part of the solution
- Involvement and changes in my org.
- Developing young officials
- Including community and municipal leaders in events
- Actively participate in programs