

A New Way Forward for Sport in Alberta

Engagement Session: Calgary

January 19, 2010



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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 19, 2010 in Calgary (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 Calgary identified a range of assets that can be mobilized by the sport sector in Alberta including:

- **Facilities**
 - World class training facilities
 - National Sport School
 - Legacy assets from Olympics in 1988
 - Strong universities
 - World-class racket sport facilities
- **Human Resources**
 - Volunteers
 - Large numbers
 - Culture of volunteering
 - Large number of current and former elite athletes
 - Sport Leadership
 - Strong sport management and administration
 - Young population
- **Hosting**
 - Winsport Sport Canada/COP
- **Sport Science**
 - Access to world-class facilities
- **LTAD**
 - Implementation of CS4L and LTAD

2. Opportunities

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

- **Ongoing world cup competitions/Highest level high performance**
 - Infrastructure and legacy that goes with these races
 - Volunteerism and safety
 - Business model around these activities
- **Number of athletes**
 - Current and past
 - Huge pool and/or technical resources
- **World-renowned instructors at U of C and MRU**
 - Educational opportunities

- **Big dreams of the future based on the world performance**
 - Ability to partner and collaborate
- **Breaking down silos in the sector**
 - Excellent partnerships opportunities

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

- **Increased facilities with a high performance focus to increase opportunities for athletes**
 - Continued development of Calgary as an integrated athlete development centre
- **Healthy and active Albertans**
- **Properly funded HP sport agency for Alberta, Alberta OTP**
 - Create and implement a shared vision for sport (recreational and competitive) for Alberta
- **Sport facility resource centre**
 - Place with sample business plans and consultants
- **Daily physical activity for our youth**
 - Universal physical literacy
- **Increased participation of all Albertans in sport**
 - Broadening and deepening the networks for grassroots development, multi sport opportunities and integrating life/sport/school for young emerging athletes (8-15 years old)
 - Having 50% of Alberta population involved in Sport & Physical Activity
- **To have Alberta athletes recognized and celebrated across Canada**

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

- **Integration of new Canadians into Calgary**
 - Helps build bridges between cultures
 - Creates a sense of belonging
- **Engage Calgaryans across the entire age spectrum**
 - Used to be get the youth involved in sport now we are looking at Masters
 - Opportunity for all to be active participants
 - Creating and strengthening community connections
 - Builds a sense of civic pride
- **Development of life skills and personal characteristics to enhance the leadership of our youth**
 - Builds better citizens

- Builds passionate and engaged participants
- **Improve health of Albertans**
 - Promotes healthy living
 - Helps to build health families
- **Help build the next generation of champions**

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 Plan is sun setting 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:

- **Coaches of Alberta**
 - The change is the organization is coming into existence
 - It is trying to connect coaches of all sports and at all levels to broaden the sphere of influence of coaching
 - The potential and opportunity are huge, creating a greater profile and more influence
- **Calgary Track Council and City are working towards a multi-sport facility**
 - Create intergenerational, Special and other athletes working together, multi-sport
- **Funding Challenges**
 - One reality is that organizations will have smaller

Some examples of possible changes in the future included:

- **Physical Literacy**
 - In Australia they have grouped all the sports with similar characteristics together when they are younger and then they split them apart later
 - Would lead to more physically literate children
 - More athletes that punch above their weight internationally
 - This model is consistent with LTAD and CS4L
 - LTAD is a way to keep individuals connected while also allowing organizations to collaborate and partner

- Some sports need to look at their programs, some sports have no in between they have either once a week recreational programs or 25 hours a week competitive programs
 - We need to have everyone training together, everyone growing together as athletes
 - A better environment for coaches, more athletes involved, less duplication, more efficiency
 - A bigger value proposition for public priorities
 - Reflect that Alberta is leading the country
 - Turn that connection in a huge economic advantage in Alberta
- **Integrating sport with the education system**
 - Impact will be to create a school environment that is a team environment
 - Linking the education system to what the sport community is doing, creating systematic connection between education and sport
 - Creating future leaders
 - An aspiration for excellence
- **Challenge government organizations and political systems to better support sport**
 - Impact would be more money for sport
- **There has to be a link between excellence and health**
 - Big issue in Vancouver, excellence is great but what about our obese kids
- **Creating an awareness of the potential political impact of sport**
 - A number of folks connect their job to their political clout but not their sport
 - Impact would be a political awareness of the numbers of individuals and families engaged in sport

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. The answer, for the most part, from leaders was that some of the components are in place for a world class sport system in Alberta but that these components are not currently connected or effectively integrated. In particular, leaders pointed to Own The Podium as an example of a national initiative that has been successful, built around the concept of partnership and contribution.

Leaders suggested that it will be important to think through the sector's vision, goals and to establish a strategy on how to get there.

One interesting thread in the conversation involved the disparity between the Canadian sport system at the grass roots level (where we have some phenomenal programs) and at the competitive level. It was suggested that the system needs to implement a long term player development model such as LTAD. One challenge with this model is that LTAD focuses on the establishment of a common athletic base

before children move into specific sports. This model is often at odds with the mission and vision of single sport organizations that try and recruit and retain athletes at a younger and younger age.

The need for partnerships and alignment was a common theme that emerged in the conversation around both facilities and amongst coaches and athletes. In particular, leaders emphasized the need for an athlete centred sport system.

Leaders spoke about a number of divides in the province (urban-rural and north-south) that can get in the way of effective partnership and contribution.

What would help us to achieve this vision?

Leaders were asked what it would take to achieve the desired vision. One important theme in this regard was the need for strategies to enable sport leaders to cross pollinate and think more globally. In particular, there is a need to establish the right incentives that support collaboration.

It was suggested that there is a need for a single strong voice to drive collaboration and to take decisions. Several leaders in the room suggested that it should be possible for the sector to take action and to move towards a more integrated approach with or without government support. In order for this to happen, however, sector leaders will have to move past a narrow view that values outcomes that benefit the entire sector and not just individual sports. There was strong support for the notion that the whole community needs to get behind an agency or maybe an advocacy organization and that trust is the glue that will hold this initiative/venture together.

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 including:

- **Shared Resources across sports**
 - It was suggested that there are a fair number of facilities in the sector and that this was an existing area of strength
 - Recognition of the aging of facilities and how do we work together to ensure that there is planning in place to provide for lifecycle maintenance, repairs or in some cases sun setting facilities and developing new ones.
- **Financial Strategies**
 - Leaders expressed the view that financial incentives need to be better aligned with the chosen sector strategy.
- **Improved communications**
 - There is a real schism between the NSO and PSO and their objectives and jurisdictional issue
- **Diversity**
 - In Canada diversity is a source of innovation

- There is, however, tension between the desire to be locally responsive while also being connected provincially and nationally
 - There is a challenge between being fully integrated and aligned and innovative and diverse

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. The leaders from Sport Matters said that they would put together a survey that can reach some of the other communities we didn't reach out and involve in the engagement session. Another leader identified an interesting model at Alberta Education that brings together local teachers, parents and administrators to develop projects.

One contribution that was identified was the willingness to bring the disabled sport community into the loop about the Sport Alberta engagement process. More broadly it was suggested that it could be useful to hold a meeting with all high performance organizations before May 1 to look at developing a common way forward. This meeting would include Summer and Winter sports and the Sport Centres, sport medicine and other support services. It was also suggested that Alberta Coaches could be a good organization through which to spread the word about the engagement process and reach out to other potential participations.

There was strong support for continued engagement by Sport Alberta and the need for Sport Alberta to leverage this process to lobby and to communicate an integrated and aligned message across all levels of government.

Annex I: Participant List

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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”

- Coaches / coaching associations (25)
- Athletes (18)
 - o # Of elite athletes both current/past
- National Sport Centre / CSC-C (10)
- Alberta Regional sport centre
- Professional sport
- 1988, 2010 Olympics an asset for winter sports /Olympic legacy (8)
- Development of the provincial sport centers
- Sport schools (11)
- Facilities – world class for some sports - complexes (21)
- Volunteer culture/network (25)
- Leadership (4)
- Provincial wealth
- NSI (2)
- Events (3)
- Winsport Sport Canada/COP (3)
- Attitude
- Collaboration/partnership (8)
- Universities (5)
- Tennis Alberta
- Talisman centre (3)
- Referees (2)
- Education/training (4)
- Existing structure – grass roots to International events
- NSO/PSO
- Winter sport high performance infrastructure
- National team program centralization
- Sport community network
- Sport advocates
- Administration / sport management (3)
- Sport development programs (2)
- Solid National Health program (2)
- Well funded society
- Growing population (2)
- ASDC's
- Youth
- Oil money
- Calgary sport council
- CS4L & LTAD
- Sport science access

Opportunities

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

- World class racquet facilities
- Cross dividing sport boarders at grass roots and high performance level
- Coaching supervisor training
- People at the PSO level – train
- Infrastructure development
- Networking/collaboration
- World class training facilities
- Volunteer culture (3=4)
- Athletes (current & past) (2)
- Educational institutes (U of C) Mount Royal
- National training centers
- Focus on winter sports
- World cups (5)
- International events
- Partner opportunities (2)
- Training opportunities (2)
- Competitions
- Create a shared vision
- Putting athletes at the centre
- Infrastructure
- Atmosphere
- Collaboration (2)
- Amount of organizations able to collaborate and come together
- Focus on healthy lifestyle in the media – television, paper, schools
- Big dreams
- High performance programs
- # Of resources – athletes/coaches
- Educational system
- Big dreams (3)
- LTAD
- Awareness of health issues
- High level officials
- Youth interests in sport
- Out door/active mentality of our population
- Talent identification/nurturing/development
- Dual streams
 - o Competitive – high performance
 - o Community – recreational
- Connecting sport development to school curriculum
- Organize participation – can lead to greater participation ie. More active Albertans
- Grass roots facilities suitable for training
- Hosting international events
- Facilities

- Administrators
- Pool of athlete base
- Sport collaboration

One Big Goal

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

- Organization of daily physical activity for our youth – universal physical literacy
- Coaching salaries for all coaches of nationally carded athletes
- National sport facilities for high performance
- Sport and recreation facility development to enable a larger % of our population to participate in healthy active lifestyles than any other province
- To bring sports with similar attributes together and work with coaches in these sports to develop an HP grass roots training program
- Increase participation of Albertans in sport
- To capture the passion and mobilize it to create a passion for community development
- Sport development system
- More active Albertans
- Better sport facilities for the major participation sport in Alberta
- Active based plan for accomplishment of the top 3 priorities in Sport Alberta
- Broadening and deepening the networks for grassroots development, multi sport opportunities and integrating life/sport/school for young emerging athletes (8-15 years old)
- Increased facilities with HP as a focus (rather than a leisure centre) to improve opportunities for training and competition
- Connect coaches in all sports
- Cross sport pollination
- Best sporting province in Canada
- Winter Olympics
- World class facilities
- HP secretariat/Alberta OTP
- AB to host a national/international multi-sport event and improve facilities and access to HP as results
- Developing a feeder system through the schools
- Healthy active population for Alberta
- Development of a clear direction for High Performance sport to be sustainable in Alberta
- Development of a school-based sport introduction/teaching curriculum that is partnered with talent identifying LTAD, and resources to allow student athletes with talent and or interest to receive training and opportunity
- Sport partnership
- Physical literacy
- World sporting opportunity for all levels of athletes
- Facilities available
- Safe, adequate, accessible facilities – encourage participation
- To have AB athletes recognized and celebrated across Canada
- Continued development of Calgary as an integrated athlete dev centre

- To motivate politicians and funding orgs re the need for a major multi-sport competition and training facility in Calgary
- New infrastructure in Calgary, Edmonton and other, that will expand current potential within AB
- Create and implement a shared vision for sport (recreational and competitive) for AB
- Implementation of the LTAD program for all sports
- More sport opportunity or development in the school system – specifically, elementary and junior high school level
- Having 50% of Alberta population involved in sport & physical activity
- Alberta OTP
- Attract High Performance athletes and events to Calgary
- Establish a strong network/relationship within the city between centre's focused on Sport
- Incorporate new sports in the Province
- Sport facility resource centre
- Professional club coaches
- Multi-sport programs for youth (funded)

What Sport Can Do

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

- Opportunity to be active participants creating community connections
- Fitness
- Recreation
- Youth development
- It maintains a competitive atmosphere and it gathers lots of different groups of people together whether competitive or leisurely
- Keeps Albertans healthy
- Could use for charity
- Provides base for athletes to train/develop/compete
- Tears down walls between cultures, \$\$
- Gives opportunities for inclusion, sense of community, integration and life skills
- Keep Calgaryans active from young to old
- Builds community
- Develops individual athletes, coaches, managers...
- More accessible affordable sport for all
- Teaches youth about life which creates better citizens
- Sport inspires Albertans to achieve beyond what they thought possible
- Engages immigrants in culture
- Educates the public on the resources orgs and clubs available
- Inspires a multi-cultural society
- Ignites passion
- Unites people – welcomes people
- Sport as an integration tool
- People feel good to be part of a sport org
- Promotes healthy living
- Enhances the lives of citizens

- Life skills
- Open age – all ages
- Revitalizes the spirit/inspires
- Sense of belonging
- Teaches values to kids
- Sport tourism
- Healthy families
- Could network more
- Creates outstanding citizens
- Life skills
- Sport introduces all dimensions of health – physical, mental, social, financial
- Economic contributions
- Sense of community
- Recognition
- Tourism
- Civic pride
- Destination choice
- Introduces Calgary to the world not only as a sport leader in development and science research but also to the world class facilities available
- Provides a social sport environment
- Become politically active to change the political culture from a user fee rather than user pay philosophy
- Sport provides a strong sense of belonging to community
- Greater health for Alberta
- Provides identity for its residents
- Increased physical literacy
- Active citizens
- Creates communities
- Higher level of education
- Capitalize and promote the natural environment for Alberta
- Connect school programs
- Reduce health care costs
- Intro of sport to a lifetime of activities
- Integration of new Canadians into Calgary
- Sport provides a channel by which individuals can develop to leaders, become role models, impact their own and those they work with health and wellness

Changes in Your World / Your Organization

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

- Primary change will be lower budget
- May need to generate facility rental revenue
- Coaches of Alberta
- Calgary track & field council – Calgary multi-sport facility
- The biggest challenge will be money to support new Canadians and encourage daily physical activity in schools

- New NCCP program
- Better coaches therefore better athletes
- PSO & orgs need to stop looking for people with experience in that sport 0 they need to get people with management experience – learning about a sport is easy, managing it is hard
- More facilities city wide – impact lower cost and travel
- Increase participation at grass roots and recreation
- Initiating an aggressive awareness of organization – through this process establishing partnerships and sponsorships with corporate community and political bodies internally and externally to sport. Creating that awareness that sport membership is diverse and far reaching
- Sport persons and orgs with money
- Incorporate LTAD
- Olympic team sport school
- More nationally competitive athletes
- Coaches of Alberta will connect coaches from all sports at all levels
- Recreation to sport
- Attract and retain the right people – all sports
- Creation of a strategic plan for Alberta volleyball focusing on key development areas for athletes, coaches, officials and as an org
- Realizing how other sports can contribute to VB and how VB can contribute to other sports
- Implement LTAD
- Creation of a world class training centre
- A bigger leadership at the provincial level
- Having to create new business models within our non-profit org to be sustainable in any environment
- Aggressive marketing
- Budget restraint – less travel/more short distance competitions, creative approaches
- Technology – more access/sharing of resources
- Health – opportunity for higher role of participation in sport for health reasons
- Funding model
- Increase participation by including new younger athlete programs
- More integration
- HP athlete program
- Healthy athlete programs
- Position talisman centre to contribute to the success of sport
- Inspire better training environment
- New master planning
- Incorporating sport in future direction of corporations
- National cycling centre
- Further refining the role and vision of the Calgary sport council, and how it aligns with federal, provincial and municipal stakeholders.
- Possible transition from college sports to CIS sports
- Evaluation of sports with our strategic plans to increase our efficiency
- Transition to university level sports competition (CIS/Canada West)
 - o Higher level of competition = AB more appealing to HP athletes (recruitment)
- Executing 2nd all sport one day will change participation levels in sport. Provides greater exposure for local sport orgs and facilities. Inspires young generations to participate in sport
- Having sport orgs work together
- LTAD will impact sport at club level initially leading to positive impact on HP in years to come

Changes in Our System

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

- We have the potential to have what we want
- Too much focus on winning at all levels
- Focus on HP emphasis only on reaching highest level within sport
- Too much “my” and not enough “we”
- Cooperation between sport orgs to achieve common goals or purpose
- Structure board that is lean and mean and decision oriented, say 7-9 people with an advisory group that engage all sports but don’t slow things down too much when a decision has to be made
- Centralized system for LTAD
- Changing the culture/mindset of sport
- Articulate the goals
- More collaboration
- More facilities
- Fundraising
- Commitment
- Plan for action we can start
- The issues are both cultural and structural
- Be involved in online social spaces
- Associations not relying on government to lead the way in facility development, but rather a P3 partnership.
- By necessity most sports are inward looking leaving no time for collaboration
- Better partnerships to increase trust
- Transparency and shared vision and mission
- Eliminate the boundaries
- Cross pollinate
- Partner
- Resource sharing
- There needs to be a complete plan to organize sport in Alberta
- Unified Alberta OTP
- Leadership
- Time
- Streamline
- Co-operate/partner
- Upside for all
- Well laid out vision and mission
- Sport community - Most seem to believe that would be better
- Independent national HP agency (OTP)
- Independent provincial HP agency (Alberta OTP)
- Partnerships
- Can’t always rely on volunteers – life is too complex now, paid staff is key
- Incentives needed to encourage collaboration
- Build trust

Creative Resourcing

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

- Facilities (16)
- Politicians
- Cultural resources
- Leadership training
- Professional coaches /coaches (5)
- Relationship with different sporting groups that are alike
- Need to tie all of the resources we have and focus them in order – to build facilities we can use to service all of the sports and recreation needs of our community
- People with expertise
- Environment
- Financial resources (10)
- Paid staff – volunteers are burnt out and overburdened
- Governing body
- OTP need to be a resource that is available past the 2010 Olympics to ensure athletes do not have to start over re funding
- Athletes
- Officials
- Sport science
- Media
- Volunteers
- Leaders willing to devote time
- Central office
- Partnerships
- Better communication between orgs
- Taxes
- Time
- Commitment from government to help discuss ways to improve and help fund facility
- Thinking that we do not is the greatest barrier to moving forward
- Need the social and cultural initiatives to step outside the silo
- Time – dedication volunteers
- Leadership (9)
- Goals/vision
- Coach development (4)
- Time
- Shared facilities
- People (3)
- Provincial / national mandate
- Coordinated body
- WORK TOGETHER
- Expertise
- More players – player development (3)
- Infrastructure – suitable quality
- Facility development
- Inclusive no exclusive system

- Coordinated networks
- Efficient use of volunteers
- Energy, enthusiasm
- Shared human resources – human skills (2)
- Physical literacy foundation for ALL sport
- Administration
- Provincial support (ASRWPF) & Sport Alberta

Working Together

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

- Move forward with “the new way” planning in a focused timely manner
- Sport working together for sport
- City of Calgary recreation lobby local politicians re the plan
- Connect with professionals
- Disabled sports associations
- Inform/update CPC on development
- Becoming involved with the board/volunteer for sport Alberta in some capacity
- Follow up with my connection with Calgary sport council to get involved in their org
- Long-term commitment at a leadership level to help change the sport system in line with our thinking today and to link to AB health and wellness where possible
- Provide AB health and welfare with evidence around the financial benefit sport plays in the province, including reducing healthcare costs
- I can spread the word and get feedback from other sport professionals on the ideas/subjects discussed today
- Continue educating sport leaders on initiatives and get more perspective on this potential system/new org
- Attending sessions like this one
- Calgary sport council can be the link between local orgs and help and act as a voice to represent Calgary at the provincial level
- Players would be happy to contribute creative strategy, design marketing, social media services towards advancing sport in AB
- To follow up gathering of sport leaders to discuss and articulate coming vision for sport in AB
- Time expertise
- Website maintenance
- Help build sport solutions
- Stand up for sport
- Knowing that others believe that cross-sport development is worth pursuing
- Lobby for priority for facility use given to clubs/orgs who are part of multi-sport programs
- Continue working on field house committee – hoping to assist as much as they want or need
- Very excited about the integration of active people and HP
- I hope to continue with the coaches of AB board member
- Work with a variety of sports to join together with sports which look for similar attributes in athletes

- Help these groups to write a concise program and strategic plan in order to get them going – mentor program
- Design a coaching supervisor/mentorship program with (____) coaching AB
- Organizations aligned with same priorities
- Work with other field sports to get facilities
- Continue to network
- Getting our athletes more involved in the other sporting orgs – integration
- Recognizing our athletes as athletes
- The opportunity to grow and develop this new idea – there is a unified desire for change
- Could try a test run partnering some orgs together and monitor and evaluate the results
- Continue to encourage support and sell concept of working together
- Participate in a future session/working group
- Report back to those who attended today
- Talk to AB lacrosse
- Try to connect PSO groups in Calgary region to ASDC
- Cross over coach selection
- Integrated sport associations within the city of Calgary to create partnerships where possible
- Continued lobbying of the government – stressing the need for increased HP facilities
- Look at the AISI model in AB education (for funding and governance)
- Set measurable goals
- Coaches of AB will work with Sport AB to help eliminate boundaries, connect coaches and leaders in all sport together
- Province wide forum that includes politics, sport, recreation and health leaders to set a vision and a structure to move towards it