

A New Way Forward for Sport in Alberta

Engagement Session: Red Deer

January 19, 2010



Table of Contents

INTRODUCTION	3
1. ASSETS	4
2. OPPORTUNITIES	4
3. BIG IDEAS/GOALS	5
4. WHAT SPORT CAN DO	5
5. CHANGES IN OUR WORLD/YOUR ORGANIZATION	6
6. CHANGES IN OUR SYSTEM	7
7. CREATIVE RESOURCING	8
8. WHAT DO WE WANT TO WORK ON TOGETHER?	9
ANNEX I: PARTICIPANT LIST	10
ANNEX II: COMPILATION OF WRITTEN COMMENTS	10
ASSETS.....	10
OPPORTUNITIES.....	11
ONE BIG GOAL.....	13
WHAT SPORT CAN DO.....	14
CHANGES IN YOUR WORLD / YOUR ORGANIZATION.....	15
CHANGES IN OUR SYSTEM.....	16
CREATIVE RESOURCING.....	17
WORKING TOGETHER.....	18

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 in the evening of January 19, 2010 in Red Deer (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 Red Deer identified a broad range of current and potential assets that can be mobilized by the sport sector including:

- **Facilities**
 - Sport facilities
 - Sport Development Centre
 - College sport facilities
- **Location**
 - World class natural infrastructure
- **People**
 - Coaches
 - Volunteers
 - Administrators
 - Talented athletes
 - Unique/out-of-the-box thinkers
- **Community**
 - Good school programs
 - Entrepreneurial spirit
 - Strong sport culture
 - Corporate support
 - Young families/youthful demographic

2. Opportunities

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

- **Event Hosting**
 - Potential to host large events like the Universiad and World Championships
- **New Communities/Newcomers**
 - Possibility to grow sport in new communities and with newcomers to Canada
 - There are 63 languages spoken in Red Deer so a very diverse community
 - In general, a growing community means more individuals who can participate in sport
- **Introduction/education around LTAD/CS4L**
 - Physical literacy
- **Collaborative approach to health and sport**
 - Potential to create a Grande Prairie Sport Council
- **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?
- **Improved incentives**
 - Alberta has the highest tax credit for charitable donations in Canada
- **Economic impact**
 - Impact of sport tourism
 - Tax credit for the coaches in minor sport that gives them some kind of incentive
 - Like tax credit for their expenses
 - For example, it could be structured similar to the volunteer Fire Fighter tax credit
- **New Media/Communications**
 - Mobilization of new communication technologies in support of the sport community

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:

- **Sport is going to bring the province together**
- **Provide physical activity opportunities for all Albertans that will lead to a healthy, happier more connected and productive society in Alberta**
- **An integrated sport system from grassroots to the national level**
- **Keeping our athletes in the community by giving them opportunities to train at a national/international level**
- **Implement LTAD at the regional level**
 - Full implementation of CS4L
- **Leader in the development of officials world-wide**
- **Desired destination for all sports “meet me in Alberta”**
- **Removing barriers to participation**
 - Sport for all
- **Bringing back mandatory PE in all grades**

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**
 - Keeps kids active

- Keeps families active
 - Teaches children to focus/teaches discipline
 - Builds self-esteem
 - Positive Role models for youth
- **Growing Leaders**
 - Development of “better people”
 - Role models for young people
- **Health Impacts**
 - Improves general health and wellbeing
- **Builds Stronger Communities**
 - Creates better citizens
 - Builds civic pride
 - Impacts on health, justice and education
- **Integration**
 - Welcomes newcomers
 - Assisting athletes to develop physically and social development
 - Acceptance in the community

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:

- **Implementation of new sport structures and relationships**
 - ASAA is developing an Alberta Interscholastic Athletic Administrators Association (see <http://www.asaa.ca/new/aboutasaa.php> for more info) to support Athletic directors in schools which in turn will help support coaches and student athletes
 - Development of local sport council
- **Increased enrollment and participation in sport**
 - The impact will effect organizations ability to function
 - Impacts on children and youth
 - Creates opportunities to enable children to be more physically active

- **Coach Development**
 - Develop coach education program through the development centre
 - The impact will be to develop better coaches who are more qualified
 - Long term benefits is the long term increase in quantity and quality of athletes
- **Engaging sport leaders**
 - Red Deer has a lot of passionate and engaged sport leaders
 - Really strong foundation of people who have built sport
 - Key people emerging and putting people in the right places
 - Helping to bring ideas together
- **New models for the growth of sport**
 - (Hockey) As a sport the PSO recognize that the grow has been predicated on a traditional model
 - The next generation of participants may have different needs, want to look at flexibility in delivery
 - Hockey is for the most part has been the same way for a number of years, six month season and fairly exclusive in terms of year round hockey
 - Impact will be greater flexibility to serve a greater constituency, more opportunity to play the game in a different format
 - Over the last 15 years BMX has put the focus on making BMX as a family sport
 - Three generations of BMXers with a focus on a grass roots approach
 - Building the athletes to a national or international level
- **Implementing new technologies**
 - With the advent of technology the speed of demand for services is changing rapidly
 - The demand for better faster more professional service in the competitive side of the sport is greater than ever
 - This is pushing the demand for leadership development
 - Developing leaders and leadership in the sport community is an increasing priority

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. One of the key outcomes in Red Deer was the feeling that although there are a number of great assets in the system, it is currently missing central leadership and vision – something to tie the system together.

This view was echoed by other leaders who suggested that there may be a role for Sport Councils to help bridge between the municipality and sport organizations. It will be important for the sector, however, to move beyond the zero sum model that has organizations competing for kids to one that is based on the LTAD model – a model that supports “raise all boats” outcome. It will also be very

important to help establish a set of incentives for collaboration between sports rather than the current model that rewards sports based on the number of participants they have registered.

Other leaders emphasized the importance of having a single advocacy voice, a single point of focus that can ensure that sport is seen as important. This voice should be able to communicate the benefits of sport, particularly in relation to health challenges like obesity. The question was asked, however, whether there are enough resources in the system to ensure that all Albertan's have access to sport.

As a sector, leaders suggested that it was important to develop a set of key goals or objectives, for instance a focus on athlete development.

Finally, sport leaders talked about the changing face of sport and the importance of new and non-traditional sports.

How do we want to try and get there?

Leaders expressed support for a strong leadership voice for sport in the province. The view was expressed that there is currently a significant disconnect between the local (which owns and operates about 95% of the sport facilities in the province) and the provincial sport bodies and government.

There was support in the session for Sport Alberta to serve as a leader in the sport sector, supported by and working with sport councils. Right now, leaders didn't have a strong sense of what Sport Alberta is and what role it should play – they felt that it will be important to communicate its role and objectives more broadly in the sector.

There was a strong sense that the province could do more to support sport and that they are relying almost completely on municipalities to fund sports.

One interesting outcome of this conversation was a tension between the real sense that leadership is local and innovation is local, and the desire for stronger central leadership. There was a sense that there is a need for a province wide voice that is not a governing authority for the sport sector.

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. Some of the interesting ideas that were discussed included:

- **Non-traditional/corporate investment**
 - Partnerships with the private sector around new technologies
 - 1% of health budget for sport.
- **Planning/Partnerships**
 - Helping to link PSOs with communities
- **Tax Credit for volunteers**

- Tax credit for adults to participate in sport
- **Tie funding to collective/community outcomes**
- **Sport Alberta**
 - Develop a PSO council to assist in the development of a sport plan with government

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 key outcome of this conversation was to state that contribution and community mindedness is almost a way of life in Red Deer – it is expected. Leaders suggested that there would be an opportunity, however, to bring sports together to provide a more cohesive and coherent set of opportunities for kids in sport.

There was support from leaders for a continued dialogue around sport in the province and there was the strong sense that there should be a follow up meeting to set future directions for the sector. An important outcome of this would be to help provide feedback on the development of a new provincial strategy or policy on sport.

There was also strong support for the notion of partnerships, in particular with educational facilities like RDC and new forms of partnerships with the municipality.

Annex I: Participant List

Scott Robinson srobinson@hockeyalberta.ca
Glen Pratt pratts@reddeerbmx.com
Brad Robbins brobbins@hockeyalberta.ca
Barb Young byoung@rdpsd.ab.ca
Allan Ferchuk aferchuk@shaw.ca
Mike Klass michael.klass@rdc.ab.ca
Donna Hateley donna@albertasportshalloffame.com
Rob Meckling rob.meckling@reddeer.ca
Susan McKnight sue.mcknight@hotmail.com
Greg Scott greg.scott@reddeer.ca
Jerry Tennant specialolympics@cirsonline.ca
Rob Litwinski rlitwinski@hockeyalberta.ca
Kay Kenny kay.kenny@reddeer.ca
Jim Jones jjones@leduc.com
Harold Northcott provcoach@albertaamateurbaseball.org
Gord Inglis gordinglis@redc.ab.ca
Linda Boyd linda.boyd@reddeer.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”

- Sport leaders/professionals with passion and vision (3)
- ASDC
- Talented athletes
- Volunteers (12)
- Coaches (4)
- Administrators/HR (3)
- Facilities (14)
- Financial/funding (3)
- Support groups – funding for children
- School program (ASAA in province) (5)
- Natural environment/infrastructure/resources (6)
- Attitude
- Ability to connect throughout the community
- Strong community support (2)
- Sport Development centres
- People, passion, proximity (2)
- Trail system
- Strong sport culture
- Network
- Wealth
- Sport organizations (5)
- Connections (7)
- Weather
- Education system
- Economy
- Unique thinkers
- Sponsors
- Interested and active participants taking the initiative
- Corporate support (2)
- Opportunities for leadership development
- Events (2)
- Spirit (3)
- Young families / youthful demographic (3)
- City sports department
- Media (2)
- Growing population
- Smaller population = potential to collaborate and enhance capacity
- A “get it done” mentality
- Professional Sport teams (2)
- Diversity of landscape

Opportunities

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

- A regional approach to collaborative health, sport and recreation opportunities for the complete age spectrum

- Growing population base – recruitment of new members
- Partnerships – synergies – city, college, sport orgs
- World class events
- Canyon ski hill
- Opportunity to use ASHFM by sporting orgs
 - o Display of their sport within museum
 - o Meeting rooms available for PSO's
- Lead the nation in sport development
- Physical literacy
- Red Deer college – New centre for sport and wellness
- Small town sport complexes being developed across the province
- Regional leadership department
- Event Hosting - Hosting sport events (8)
- Get more youth active in sport & recreation
- Partnership between sport corporations
- Cultural diversity
- Through past sport competitions we can start to look forward to being able to host bigger competitions – nation and international
- Educational facilities seem to be expanding their programs to included more sport oriented and based programs
- Showcase of facility/athletes
- Sport tourism
- Alberta leaders in international hockey events
- Universal physical literacy
- Leaders returning to become thinkers and plotters at sport and activities
- Educational awareness at ports as a economic driver
- Engaging newcomers to sport
- Inspiration of our children through Vancouver Olympics
- Sport for Life
- Life long learning of sports
- Collaborative voice for sport
- Become more diversified in sport participation
- Better deal with ensuing sport participation for all
- Encourage health and wellness of youth
- Taking a non-traditional approach to sport programming
- New facility development (2)
- Collaboration among organizations and groups
- Growing technology/ digital media industry that can be a huge tools for communication and admin among sport groups
- Getting different sport groups to work together
- Opportunity to get more youth involved
- Growth of local sports council
- Catching up with infrastructure
- Sport for life – physical literacy leader
- Create facilities to capitalize on out central location
- LTAD
- National and international sport championships
- Promote physical fitness to all ages

- Promote integration of special needs athletes
- Promote sport to visible minorities
- Promote local facilities to AB province and the country
- Legacy from Olympics
- Athletes from Olympics might inspire youth in Alberta to aspire to be Olympics athletes or at least participate in sport
- Education for parents
- High performance gymnastic club

One Big Goal

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

- Bring province together – more cohesive in all sectors
- Pan American Games
- One guiding system that leads grass roots, provincial sport
- Achieve success in sport and active living province wide
- To be able to financially support our athletes so that we can keep them in our community or country to train and compete on the international field
- To support school sport (where all of our youth can be found) and give them opportunities to excel in sport and physical activity
- That through sport and physical activity every Albertan would be physically fit
- Aligning agencies within communities/province that benefits Albertans thru sport and recreation (i.e., Physical activity/physical literacy/CS4L)
- Being the leading sport province in Canada
- The full implementation of CS4L
- Unite sport in Alberta
- National sport leaders
- To expand amateur sport participation and development opportunities for Alberta youth
- To be able to host another Olympics or world championship in a sport
- To focus on All Olympic sports and build them as hockey has been supported
- An indoor cycling facility for year round use
- Tax credit for volunteers who are involved in coaching or administration of sports?
- Leaders in officials development world wide
- Desired destination for all sports “meet me in Alberta”
- Dramatically increase #'s in sport by eliminating barriers
- Enhance organized sport opportunities that crosses the barriers of cost, organizational structure and accessibility
- Build healthier individuals though increased numbers of participation in sport
 - o Be the healthiest province in Canada
- To bring the focus back to grass roots and away from elitism, change the mind set if insanely competitive parents and go back to what sport is all about
- Dramatically increase the # of youth getting into sport by removing barriers
- Get families to by into the sports activity idea
- Increased partnerships between sports (less ownership of athletes) focus on getting people active and participating
- Sport as a means to collaborative networks for healthy communities
 - o Sport is regarded as high value

- In Alberta society
- Sport as a lever to lower youth crime and obesity
- Getting kids involved with sport
- Bringing back mandatory PE in schools for all grades

What Sport Can Do

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

- Unite people/community/bring out passion
- Social conscience
- Healthy lifestyle
- Reduces crime
- Leadership development
- Encourage, promotes a “vitality” to the life of our community which in turn nurtures the development of youth
- Sport leaders could do better to provide more excellent program models
- It does:
 - Economic benefits of hosting
 - Benefits to athletes
 - Role modeling for kids
 - Sense of community – very important
- What more?
 - Help solve some of the fitness challenges of the gaming community: increase fitness levels in kids
 - Sport for life
 - Build neighborhoods
 - Make sport fitness and physical activity a passion for lifetime
- Sport can be/is a unifying force in society
- It is a pathway for building healthy people in healthy communities
- It is the means for health and community development
- People working together
- Provides great role models for our youth
- Develops skills for our youth, not only physical but mental
- Develops excellent athletes and coaches
- High performance sports & grass roots are two different aspects
- Sport needs to educate people
- Pride
- Develops community
- Active living
- Economic impact
- Assist athletes in developing physically and socially and becoming accepted in the community
- Crime prevention
- Improve health and wellbeing
- Raises self esteem
- Teaches team work
- Increases wellness and healthy choices in life

- Increases pride amongst community
- Enables youth to make better choices in their lives with respect to drugs/crime etc...
- Builds / develops leaders
- Holistic development of children
- Improves the quality of life of children
- Engages community
- Brings communities together
- Promotes community service
- Community connection – provincial – national
- Welcomes participation and inclusion
- Improves enhances lifestyles
- Achievement
- Quality people – good business leaders
- More involvement in any sport can draw the attention to the need for programs and initiatives for people and their communities to get more involved with the participants whether it is a mentoring program or basic life skills
- Sport brings like-minded people together in the pursuit of excellent, healthy active lifestyles and fun!
- Sport is the catalyst to the workplace – it assimilates people to be part of a team
- Sport provides positive role models for youth
- Sport provides the “we” feeling people strive for
- Economic development/generator
- Promote the province
- Supports healthy lifestyles
- Supports creative expression and personal development
- Brings communities together
- Builds better individuals and lives
- Supports healthy active in free and leisure time
- Brings people together
- Health and well being for Albertans
- Develops leaders for the community
- Reduce health care costs
- Can attract newcomers to province

Changes in Your World / Your Organization

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

- The right people being positioned to make a difference and enact the sport plan in Red Deer/Alberta
- ASAA is developing an Alberta Interscholastic Athletic Administrators Association to support Athletic directors in schools which in turn will help support coaches and student athletes
- As the school level we are seeing less teacher coaches and more community coaches
- Development of a local sport council
 - o Cooperation between sport groups
 - o Sharing ideas
- Special Olympics youth program

- Opportunity for sport participation by children age 4-10 who have a developmental disability
 - More involvement by parents and the community
- Maintain current status despite economic downturn
- Implement a coach conference that will become the benchmark for coach education at all levels supporting the CS4L in Alberta
- Restructure organization and engage board members
- Make Alberta the best province in the world for sport
- Decrease in enrollment/participation
- Decrease in HR/Financial support
- Programs eliminated
- Families have less resources and time
- The city of Red Deer staff from both the recreation, parks and culture department and the social planning department are meeting on a monthly basis to learn about the community from each other, to build skills and understand and strategize
- Focus on leadership and developing leaders for our orgs
- Regionalization to save out large province
- Through grass roots approach and efforts by individual clubs, BMX has grown from a back lot pastime to an Olympic sport. This has enabled Alberta athletes to showcase on a world stage. Gives Alberta exposure to the world
- Competition for the volunteers – building sport on the back of volunteers
- Increase in costs have the potential to eliminate participants due to costs
- Competition for facilities – competition for accessibility
- LTAD will have huge effects on how local, regional, provincial and Canadian sport members are realized.
- Community development focus – facilitating enhancement and support of sports orgs in region/community
- Planning now for major facility development in next 10-20 years
- More opportunities for more people to get active and healthy
- Better support for community sports orgs
- Growing our sport – girls, targeting younger players
- Not enough floor time, shortage of facilities
- Girls may cross over into other sports such as girls hockey/ringette
- Governance/structure/volunteerism
- Flexibility/options – more opportunity inclusive and exclusive/more people in sport
- Recruitment
- Training for volunteers
- Decrease resources will lead to a re-setting of our values thermostat with respect to:
 - Programming
- Programs delivery

Changes in Our System

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

- Clear program structure

- Integrated programs for participants
- Clear vision
- Top-down endorsement
- A great # of assets
- Lacking a defined system that links all levels with a defined roles and defined leadership for the betterment of sport and all Albertans
- LTAD – is a great start. It is not necessary for youth to do all 7 steps. An athlete may be happy doing steps 1 and 2 and then moving to step 7 as an adult
- Alignment
- Collaboration – cooperation (3)
- Direction from the top
- LTAD
- Out of the box thinking
- Leadership
- What we want is the masses to realize the impact on society of sport and healthy living. We want recognition for healthy bodies and minds. We want a smorgasbord of sports that can teach motor movements for early childhood development
- We need more collaboration among sports and orgs – but we are moving into that direction
- Need new funding models for sports
- Investigate FCSS provincial funding model
- We want to get everyone involved in physical activity
- Networking need to be improved to interact
- Need to find the balance of centralization and regionalization – as applied to program delivery, resource allocation

Creative Resourcing

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

- Get buy-in from the private sector – for example we were talking about the demand for us to keep up with increased technology
- Look for non-traditional investors
 - o Health and wellness orgs
- 1% of health care budget passed on to municipalities from provincial government though model similar to FCSS
- Yes, but it really have to come from the bottom up
- Partnership in delivery
 - o PSO’s with municipalities
 - o Outcomes: more active local participation growth in sport and professional delivery
- ASHFM – Alberta Sports Hall of Fame and Museum would be willing to host focus groups to facilitate discussion amongst sporting orgs
- ASHFM – part of our mandate as to promote healthy lifestyle among Alberta youth
- Use the benefits of the Alberta sport fund for encouraging contributions
- Access the community spirit program with the Alberta culture and community spirit ministry
- Yes, every sport, recreation, education and health orgs, if we can get them all together and discuss how to “build it” so it serves a purpose for sport and its benefits
- Tax credit for volunteers

- Provincial sport buy-ins. If sport is important then some percent of their grant funding could/should be moved from one hand to the other
- Tie funding to collectively establishing/values based outcomes
- Tax credit for adults/parents so that they can participate in sport and be role models for their children thus getting their children involved in sport/physical activity
- Establish a provincial working group of sport, fitness and possibly social agencies to look at communication, cooperation and sharing among agencies
- Sport AB to lead the creating of a PSO council to assist the creation of a sport plan in concert with the government, then sport AB steps back to a role of ombudsman to ensure the follow through

Working Together

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

- Different ideas and perspectives especially from people outside the sport specific community such as social services, education, justice, etc...
- Would contribute as part of discussion group to continue the dialogue and explore more ideas and ways to improve partnerships and collaboration
- The will to work together
- Similar understanding about the value of SportsMatters Leadership through experience
- Coordinate a communication place to create a province wide collaborative approach that will hopefully create a unified voice for sport that is truly representative of all orgs and agencies
- Encourage corporate support to provide recognition for employee contribution to community activities in sport and culture by tax credits at the company level
- We have a lot of resources; strategic reallocation would be beneficial to “reset” for more efficacy in the sport system
- Alberta appears as usual to be the most forward thinking province
- Provide leadership in volleyball Canada
- I would like to help change the perception of sport for the average citizen in Alberta and for them to be more positive and to have the opportunity for them to improve their wellbeing