

EDMONTON SPORT COUNCIL

Strategic Plans for 2004, 2005 and 2006

■ Strategic Plan 2004

| <i>Enhance the profile, visibility and credibility of the ESC within the sport, corporate and larger community</i> | | | |
|--|---|---|---|
| Key Results | Strategies | Lead Role & Time Lines | Achievements |
| The membership base will increase by a minimum of 100 members by the end of the 2003 fiscal year. (2004 Key result will be 250 members by the end of the 2004 fiscal year.) | Governance Structure: Clarify the governance and membership structures for the ESC. | Board of Directors 5 March & 25 Feb 03 | Recommendations accepted 25 Feb 03 by the Board of Directors and presented to the membership at the 2003 AGM. |
| | Membership Drive: Develop and implement a membership growth plan. This will involve establishing membership growth objectives and targets, and systematically focusing energy and resources on recruiting new members. | Administration Begin Implementation 25 Mar 03 | 2002 year end membership 174, 2003 end of year membership 196. This represents an increase of 22 members. |
| The ESC will be recognized as the "voice for sport" in the Edmonton community. | Awareness Campaign: Develop and implement a public and community awareness campaign designed to profile the ESC as "the voice for sport" in Edmonton. This could include activities such as media advertising, regular newspaper columns, enhancing the web sit | Administration Begin Implementation 30 June 03 | Sign Up Fair, Silver Skate Festival, ActivEdmonton Launch, Northeast Resource Fair, United Cycle 75th Birthday Celebration, CIBC Run for Cure, Canadian Open World Squash Tournament, ActivEdmonton Resource Guide advertisement, community presentations (service clubs & City of Edmonton Community Services Social & Recreational Services Centres), posters and bookmarks, membership form, web site enhancement. |
| | Member Communications: Establish and maintain effective communications with our membership to ensure that we understand their needs and priorities and that they understand our role and contributions to sport in Edmonton. | Administration Ongoing | The GamePlan, E-News, emails, strategic plan survey, membership renewal survey, electronic surveys (to the entire membership & subsets of the membership) on a variety of issues. Average of 101,472 hits per month May 2000 through Dec. 2002. Average of 123,663 hits per month in 2003 (22% increase). |
| The ESC will be a "top of mind" representative on major sport related initiatives and committees. | Community Networking: Establish and maintain strong relationships with key stakeholder and community organizations involved with sport. | Board of Directors Ongoing | Joint Use Sub Committees, 2005 Master Games, City of Edmonton Community Services Board liaison, Salute to Excellence, ASRPWF liaison meetings, Open Doors for Kids, Institute for Olympic Education (U of A), Edmonton Federation of Community Leagues. |
| The ESC will be viewed by sport organizations in Edmonton as effective and relevant. | Partnerships: Identify and establish partnerships with selected public and private organizations where these will add value and contribute to the achievement of our strategic priorities. E.g., professional sports clubs, the regional health authority, etc. | Board of Directors Ongoing | ActivEdmonton, Edmonton Events International, City of Edmonton (Pesticide Advisory Committee, Sports Field Strategy & Facilities Master Plan, 2004 Celebration Committee), ESC Honourary Directors, Joint Use Sub Committees (School and Recreation, Sport Fields, and Site Design) Edmonton Chamber of Voluntary Organizations. |
| The number of hits to the website will increase by 10% per year for the next three years. (2004 Key result will be a 10% increase in the number of visitors for both of the next two years.) | | | |

Facilitate access to sport related education, knowledge and expertise for sport

| Key Results | Strategies | Lead Role & Time Lines | Achievements |
|--|--|---------------------------------|--|
| The ESC will be viewed as a useful source for sport related education, knowledge and expertise. | Identify Needs: Identify priority training & development areas for sport organizations. E.g., coaching, coaching code of ethics, risk management, medical supports etc. | Administration 15 March 2003 | ESC Surveys, formal and informal, to the entire sport community and/or to a sub sector have been conducted to identify needs. |
| Access to high quality educational opportunities and programs will be available for our members. | Link Resources: Identify and maintain a current inventory of high quality educational programs and courses offered in priority areas and link member organizations to these resources. | Administration Ongoing | Other Educational Opportunities and Resources have been identified & communicated to the sport community including New Gaming Regulations, Web Site, Privacy, Grantsmanship, Insurance, Privacy Information and Protection Act, Applied Marketing & Communications in Fund Development, Strategic Management of Fund Development Campaign, Fund Development Approaches - grant proposal development, Internet Marketing, Electronic Newsletter, Marketing. |
| Members will be aware of the sport education opportunities available and how to access these. | Educational Programs: Offer sport related workshops in selected high priority under-served areas. | Administration Ongoing | ESC Workshops Privacy and Personal Information in Alberta, Web Site Development and Utilization. |
| Levels of participation by sport organizations in targeted educational programs and courses will increase. | Facilitate Information Exchange: Establish networks with key service delivery organizations and provide a forum for national organizations to interface with our sport groups. | Administration Ongoing | Voluntary Sector Initiative, Sport Ethics, Fair Play, Alberta Sport, Recreation, Parks & Wildlife Foundation (Coaching Education Transition), Alberta Gaming and Liquor Commission, Edmonton Federation of Community Leagues, Wild Rose Foundation (Vitalize), Leisure Information Network, Sport Information Resource Centre, Sport Matters, Active Living Alliance, Canadian Sport Centre Calgary. |

Advocate effectively for the "Value of Sport" to our community

| Key Results | Strategies | Lead Role & Time Lines | Achievements |
|--|---|---------------------------------|---|
| There will be increased awareness by the public and the government of the value and benefits of sport. | Public Policy Paper: Build upon the substantial amount of work that has already been done to develop a comprehensive position paper that summarizes the benefits to society of investing in sport; and use this paper as a vehicle to instruct the development of "enlightened sport policy" by various levels of government. | Administration 30 June 2003 | Paper completed and on web site and is used in part, or in whole, whenever possible. |
| Increased attention will be focused in our schools and health care system on the importance and benefits of sport. | Committees: Effectively advocate for the value of sport as members of local, regional and provincial committees dealing with public policy relating to sport. | Board of Directors - Ongoing | Canadian Ethics in Sport Regional Consultations, Alberta Sport Plan, City Edmonton Community Dialog Sessions. |
| | Focus Resources: Target ESC participation on key initiatives that advance the "sport development agenda". | Board of Directors - Ongoing | Mobilization of the public to respond to the Alberta Sport Plan, City of Edmonton Facility Master Plan community meeting, multi-sport tournament site initiative. |
| Increased funding levels for sport will be viewed by government as a cost effective investment in a healthy lifestyle. | Increase Access: Advocate for municipal, provincial and federal policies that increase opportunities and remove artificial barriers to participate in sport activities, including participation by groups who do not see the value of sport or are hard to reach. | Board of Directors - Ongoing | MLA Review Committee on Charitable Gaming Licensing and Use of Proceeds submission |
| | Healthy Lifestyles: Partner with the City of Edmonton, Capital Health Authority and the local school boards to profile the benefits of sport as a major contributor to a healthy lifestyle and better health. E.g., work with partners to develop a "Get Edmonton Active" campaign. | Administration Ongoing | The ESC is a major partner in ActiveEdmonton that envisages Edmonton as a leader in physical activity and the most active city in Canada. |
| | Charitable Status: Continue to work to position sport as a charity. | Administration Ongoing | Muttart Foundation (Sport as Charity Discussion) |

Strategic Plan 2005

Enhance the profile, visibility & credibility of the ESC within the sport, corporate & larger community

| Key Results | Strategies | Achievements |
|---|---|---|
| The membership base will be 250 by the end of the 2004 fiscal year. | Membership Drive: Develop and implement a membership growth plan. This will involve establishing membership growth objectives and targets, and systematically focusing energy and resources on recruiting new members. | A proactive campaign to retain memberships continues. Some 74 sport groups were targeted for membership. In addition, information provided to non-members was scaled back in late 2004. Membership as of 31 December 2004 was 196. |
| The ESC will be recognized as the "voice for sport" in the Edmonton community. | Awareness Campaign: Develop and implement a public and community awareness campaign designed to profile the Edmonton Sport Council as "the voice for sport" in Edmonton. This could include activities such as media advertising, regular newspaper columns, enhancing the web site, presentations, etc. to position the Sport Council as a leader and effective advocate for sport. | Silver Skate Festival, Enbridge Fitness Fair, Great Human Race, Summer Samplers (4), Go Girl, youth service organizations, field users, Alberta Learning, EFCL AGM, community presentations (City of Edmonton Community Services Community Support and Bookings units), Activedmonton Resource Guide advertisement, posters and bookmarks, membership form, pens, magnets, web site enhancement. |
| The ESC will be a "top of mind" representative on major sport related initiatives and committees. | Member Communications: Establish and maintain effective communications with our membership to ensure that we understand their needs and priorities and that they understand our role and contributions to sport in Edmonton. | The Game Plan, 91 editions of the ESC E-News, AGM survey, membership form feedback, electronic surveys to subsets of the membership on a variety of issues. 43,000 web site visits July through December as compared with 25,246 during the same period in 2003 (70 % increase). A total of 81,279 visits to www.edmonton sport.com were made in 2004, 62,647 since the beginning of the current (2004/2005) Zone Sport Strategy Funding. |
| The ESC will be viewed by sport organizations in Edmonton as effective and relevant. | Community Networking: Establish and maintain strong relationships with key stakeholder and community organizations involved with sport. | Edmonton City Council, Community Services Committee, Community Services Department, Community Services Advisory Board, Community Services Board liaison, Joint Use Sub Committees (School & Recreation Facilities, Sport Fields, & Site Design), 2005 Masters Games, Salute to Excellence, Sports Field Strategy Committee, ASRPWF liaison meetings, Open Doors for Kids, U of A Faculty of Physical Education and Recreation, Institute for Olympic Education (U of A), Edmonton Federation of Community Leagues, Volunteer Alberta, Sport Alberta, Sport Matters, 2004 Celebration Committee, Alberta Recreation and Parks Association and ESC Honourary Directors. |
| The number of visitors to the web site will increase by 10% per year for the next three years. | Partnerships: Identify and establish partnerships with selected public and private organizations where these will add value and contribute to the achievement of our strategic priorities. E.g., professional sports clubs, the regional health authority, etc. | Activedmonton, Edmonton Events International, Recreation Facilities Master Plan, Edmonton Chamber of Voluntary Organizations, Edmonton Sport Museum and Halls of Fame Society, Community Collaborative Coaching Workshop (City of Edmonton), Go Girl, and Summer Samplers (4). |

Advocate effectively for the "Value of Sport" to our community

| Key Results | Strategies | Achievements |
|--|--|--|
| There will be increased awareness by the public and the government of the value and benefits of sport. | Public Policy Paper: Build upon the substantial amount of work that has already been done to develop a comprehensive position paper that summarizes the benefits to society of investing in sport; and use this paper as a vehicle to instruct the development of "enlightened sport policy" by various levels of government. | Paper was utilized in the federal, municipal and provincial elections, and in the ESC submission regarding increased funding for Community Investment Grants (Operating & Travel and Hosting). |
| | Committees: Effectively advocate for the value of sport as members of local, regional and provincial committees dealing with public policy relating to sport. | Sport Alberta and Activedmonton. |
| Increased attention will be focused in our schools and health care system on the importance and benefits of sport. | Focus Resources: Target Edmonton Sport Council participation and resources on key initiatives that advance the "sport development agenda". | Federal, Municipal and Provincial Election activities, Community Investment Grants (Operating & Travel and Hosting), Community Collaborative Coaching Workshop, Go Girl and Summer Samplers (4), AB Learning, It's Your Future survey. Olympic and Paralympic Games, Game Plan articles. |
| | Increase Access: Advocate for municipal, provincial and federal policies that increase opportunities and remove artificial barriers to participate in sport activities, including participation by groups who do not see the value of sport or are hard to reach. | Community Investment Grants (Operating & Travel and Hosting), City of Edmonton review of access to recreational opportunities for low income Edmontonians, correspondence with municipal, provincial and federal politicians. |
| Increased funding levels for sport will be viewed by government as a cost effective investment in a healthy lifestyle. | Healthy Lifestyles: Partner with the City of Edmonton, Capital Health Authority and the local school boards to profile the benefits of sport as a major contributor to a healthy lifestyle and better health. E.g., Work with partners to develop a "Get Edmonton Active" campaign. | The ESC is a major partner in Activedmonton that envisages Edmonton as a leader in physical activity and the most active city in Canada. |
| | Charitable Status: Continue to work to position sport as a charity. | Game Plan articles, Sport Matters presentations to the Federal Cabinet. |

Facilitate access to sport related education, knowledge & expertise for sport

| Key Results | Strategies | Achievements |
|--|---|---|
| The Edmonton Sport Council will be viewed as a useful source for sport related education, knowledge and expertise. | Identify Needs: Identify priority training and development areas for sport organizations. E.g., coaching, coaching code of ethics, risk management, medical supports, etc. | ESC Surveys, conduct a survey with every member through the membership form and an email survey. Information is also gathered through conversations, in person or through telephone calls and emails. |
| | Link Resources: Identify and maintain a current inventory of high quality educational programs and courses offered in priority areas and link member organizations to these resources. | Other Educational Opportunities and Resources identified & communicated to the sport community included the 2004 Western Canadian Campus Recreation Conference, Metro Community College Marketing & Internet courses, Alberta Fundraising Pre-Conference Workshop, Edmonton Chamber of Commerce The Art of Negotiation, Board Leadership 2004 conference, Canadian Officiating Conference, Personal Information Protection Act (PIPA), Vitalize 2004, Gaming Information for Charitable Groups program, Risk Management Workshop for Community Organization Leaders, leadership development training, Innovative Marketing Made Easy, International Symposium on Supplements in Sport, Summer Institute of the Institute for Olympic Education, ARPA Conference 2004, CAC Sport Leadership Conference, Edmonton Chamber of Voluntary Organizations Conference, Strengthening Volunteer Boards, and Accounting & Finance for Non-Profit Organizations (2). |
| Access to high quality educational opportunities and programs will be available for our members. | Educational Programs: Offer sport related workshops in selected high priority under-served areas. | ESC Workshops: Community Collaborative Coaching Workshop, Athletes Self-Marketing, and a Nutritional Supplements Seminar. |
| Members will be aware of the sport education opportunities available and how to access these. | Facilitate Information Exchange: Establish networks with key service delivery organizations and provide a forum for national organizations to interface with our sport groups. | Voluntary Sector Initiative, Sport Ethics (True Sport), Lifestyle Information Network, Sport Information Resource Centre, Sport Matters, Active Living Alliance, Canadian Sport Centre Calgary, Community Networks Group, Edmonton Federation of Community Leagues, Canadian Association for the Advancement of Women and Sport, Canadian Parks and Recreation Association/Alberta Recreation and Parks Association, Canadian Centre for Ethics in Sport, Alberta Sport, Recreation, Parks & Wildlife Foundation, Wild Rose Foundation (Vitalize). Web based resources of national organizations also continue to be identified and provided to the Edmonton sport community. |
| Levels of participation by sport organizations in targeted educational programs and courses will increase. | | |

■ Strategic Plan 2006

Primary Purpose/Key Result Areas: *Advocate for sport and promote sport development in Edmonton*

| Goals | Measurable Objectives | Accomplishment(s) |
|---|---|--|
| The ESC represents and engages the interests and needs of the Edmonton sport community. | The membership base will be 250 by the end of the 2005 fiscal year. | There were 213 paid members. |
| | To enrich networking opportunities with our members. | Strategy not developed. |
| | Attendance at the AGM will increase by 10%. | 2006 AGM Objective. |
| Focus resources. | To update the Strategic Plan and report to the Membership at the 2006 AGM. | Updated Strategic Plan has been approved by the Board. |
| Strengthen & utilize Directors who will be informed and articulate. | Retain / recruit strong Nominees for the 2006 AGM. | Nomination Committee struck: work in progress. |
| | Build a cohesive Board. | 2005 Board Meeting Attendance 72 %. Expanded Director involvement on Internal and External committees. |
| Strengthen & utilize Honourary Directors. | Recruit three new Honourary Directors. | Nomination Committee struck: work in progress. One Honourary Director recruited in 2005. |
| | Communicate & consult individually at least once annually with every Honourary Director. | Strategy not developed. |
| To position the ESC as "top of mind" in order that we are invited to participate on major sport related initiatives and committees. | Identify and pursue opportunities. | CBC Community Sport Consultation, Edmonton Public School Board Community Use of School Facilities Consultation, Presence and networking at numerous social and sport functions. |
| | To participate on major sport related initiatives and committees. | ActiveEdmonton, Edmonton Events International, Salute to Excellence, Joint Use Agreement (School & Recreation Facilities, Sport Fields, & Site Design), 2005 World Masters Games, Outdoor Pool Strategy, Outdoor Aquatic Strategy, Edmonton's Next Generation Task Force, City of Edmonton Urban Parks Management Plan, International Association of Physical Education and Sport for Girls and Women Congress, Go Girl, True Sport in the Community Symposium (ARPA / CPRA), True Sport Days Advisory Group, Sport Alberta, Sport Matters, Edmonton Sport Museum and Halls of Fame Society. |
| Participate as members of local, regional and provincial committees dealing with public policy relating to sport. | Identify and evaluate participation on new initiatives that advance the "sport development agenda". | Edmonton Winter Festival. |
| | Create initiatives that advance the sport development agenda. | <ul style="list-style-type: none"> Encouraged a supporter of sport to seek appointment to the Community Services Advisory Board. Meetings with Councillors Sloan, Melnychuk, Anderson, Krushell and Nickel. Regular update dialogue with City Liaison and Senior City Staff. Community Services Committee presentations. |
| Make a valuable contribution as participants on local, regional and provincial committees dealing with public policy relating to sport. | Active participation on local, regional and provincial committees dealing with public policy relating to sport. | <ul style="list-style-type: none"> Alberta Active Living Strategy. Alberta Community Development – Alberta's Cultural Policy. |
| To increase awareness by the public and the government of the value and benefits of sport. | To utilize the (2003) ESC Public Policy Paper for the development of "enlightened sport policy". | The Socio-economic Benefits of Sport Participation in Canada (Conference Board of Canada, August 2005) report is being given preference for utilization. |
| Make a valuable contribution as participants on local, regional and provincial committees that advance the greater volunteer sector, including sport. | Active participation on local, regional and provincial committees that advance the greater volunteer sector, including sport. | <ul style="list-style-type: none"> Alberta Local Network - Canadian Volunteer Initiative. Edmonton Chamber of Voluntary Organizations. |

Primary Purpose/Key Result Areas: *Advocate and support the development of stable and ongoing funding for sport in Edmonton*

| Goals | Measurable Objectives | Accomplishment(s) |
|--|---|--|
| To increase the provincial investment in sport and recreation as a cost effective investment. | To advocate for an increase in the investment in a healthy lifestyle from the current 0.3% of the Health and Wellness budget. | <ul style="list-style-type: none"> Meeting with Lt. Governor. Meeting with the Minister of Alberta Community Development. Meeting requested with Capital Region Caucus. Game Plan articles: <ul style="list-style-type: none"> » "A Few More Pennies for Sport?" » "Sport: the Right Investment" (also printed as a letter to the Editor in the Edmonton Journal) » "Government Support for Sport" » "Ralph, can't we restore the roar?" » "Don't Bet on Gaming" |
| To increase the federal investment in sport and recreation. | To advocate for an equivalent of 1% of the Health Care budget to be invested in sport and recreation. | <ul style="list-style-type: none"> Continued discussions with the Conservative sport critic and a local Member of Parliament. Conservative Party election pledge of 1% for sport and physical activity. |
| To increase the Private Sector's support for investment in sport. | | <ul style="list-style-type: none"> Exploration of utilization of the Edmonton convention hotel's "Advantage Program". |
| Continue to work to position sport as a charity. | | Game Plan article "Not Available in Canada, eh". |
| To gain political support for investment in sport. | To advocate for increased funding through Community Investment Grants. | City Policy C211E Review (Funding increased by \$26,400, Travel Grants by 50% and Hosting Grants by 27% for 2006). |
| | To advocate for a City Policy regarding a percentage of infrastructure funds for recreational facilities. | Initiated with some City Councillors and Mayor Mandel. |
| Advocate for municipal, provincial and federal policies that increase opportunities and remove artificial barriers to participate in sport activities. | To advocated for increased community usage of school gymnasiums. | Advocating for thorough current Joint Use Review. |
| | To advocate for a proactive strategy for the construction of new and the retrofitting of existing recreational facilities. | <ul style="list-style-type: none"> Kinsmen Pool renovation issues and South-West Recreation Facility sport needs. Multi Sport Field Tournament site development. |

Primary Purpose/Key Result Areas: *Assist sport organizations and individuals by linking them to or providing them with sport related education and support service*

| Goals | Measurable Objectives | Accomplishment(s) |
|---|---|--|
| To identify priority training and development areas for sport organizations. | To conduct at least two needs, desires, hopes and visions surveys annually. | Surveys are completed in conjunction with the AGM and membership renewals. Issue specific surveys are completed as necessary. Information is also gathered through conversations, in person or through telephone calls and emails. |
| To identify and maintain a current inventory of high quality educational programs and courses offered in priority areas and link member organizations to these resources. | To identify 26 educational programs, courses and resources. | In excess of 60 educational programs, courses and resources were identified. Referrals by the ESC have been acknowledged by both participants and program hosts. |
| To offer sport related workshops in selected high priority under-served areas. | To offer 2 sport related workshops. | Coaches Asthma Workshop and Nutrition and Dietary Supplementation Workshop. |
| To establish networks with key service delivery organizations and provide a forum for national organizations to interface with our sport groups. | To link with Multi-sport and Service Organizations. | <ul style="list-style-type: none"> Offered ESC members a subsidy to attend the True Sport in the Community National Symposium or a relevant pre-conference workshop. Additionally, ESC members were also eligible to register for the "member" price of the Symposium. International Association of Physical Education and Sport for Girls and Women Congress. |