



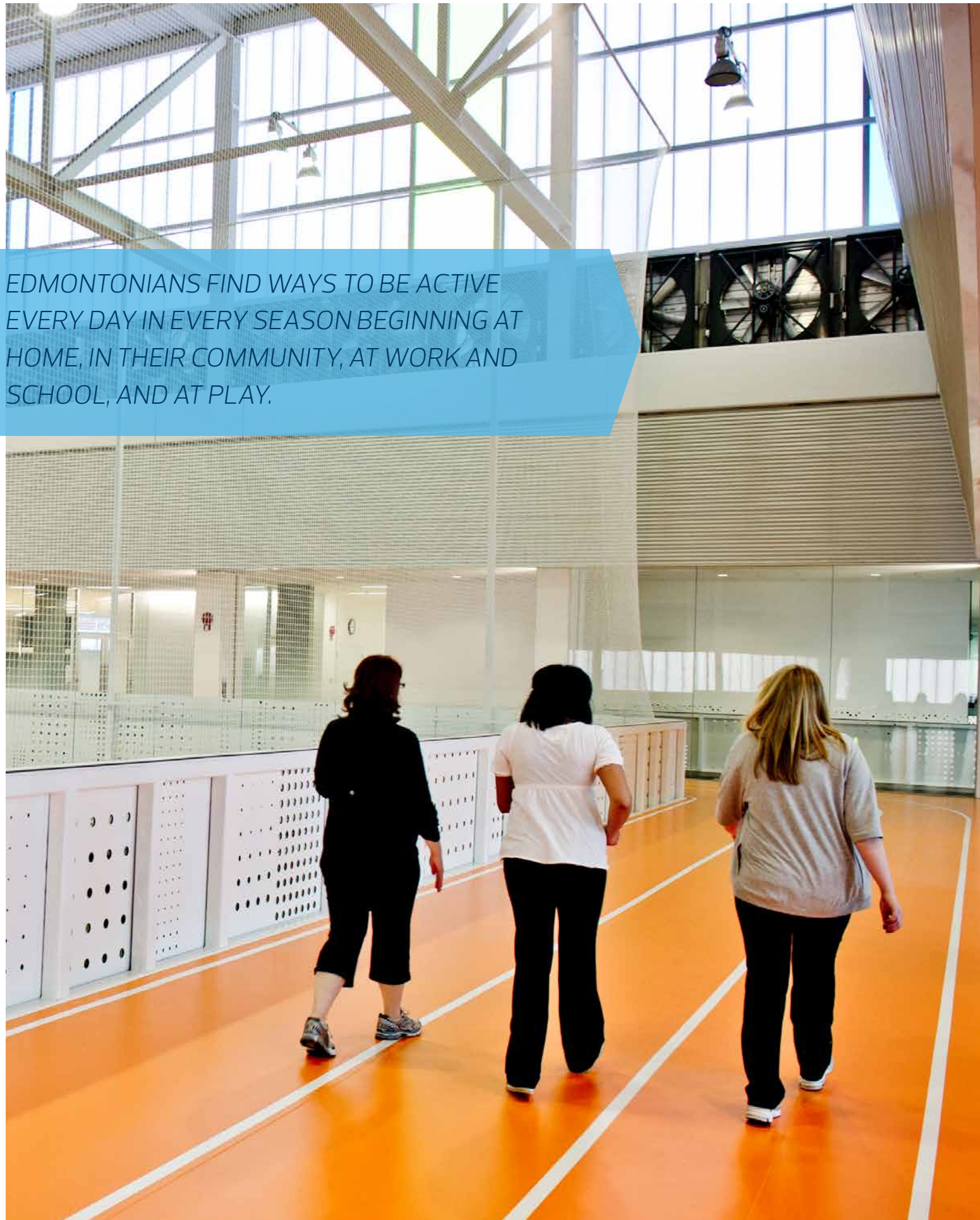
LIVE ACTIVE:

A Collaborative Strategy for
Active Living, Active Recreation
and Sport in Edmonton

IMPLEMENTATION PLAN
2019–2029



Edmonton



EDMONTONIANS FIND WAYS TO BE ACTIVE EVERY DAY IN EVERY SEASON BEGINNING AT HOME, IN THEIR COMMUNITY, AT WORK AND SCHOOL, AND AT PLAY.

INTRODUCTION

Quality active living, active recreation and sport opportunities for all makes Edmonton a desirable city in which to live, work, learn, and play, be it spring, summer, fall, and, yes, even winter!

Live Active: A Collaborative Strategy for Active Living, Active Recreation and Sport in Edmonton (Live Active) is a catalyst to empower Edmontonians to value physical activity as demonstrated through engaging in active living, active recreation and sport.

At its heart, the strategy seeks to shift attitudes and behaviours about active living, active recreation and sport in our community, encouraging and supporting people of all ages, abilities and interests to become more physically active. It envisions a future in which all Edmontonians cultivate their own physical literacy, develop an appreciation for the benefits of active living and strive for personal excellence in ways that best suit their needs and desires. Ultimately, it strives to create an Edmonton where making an active choice is the easy choice.

An active living, active recreation and sport community can only be built through collaboration. Just as no single organization is responsible for any major social problem, nor can it be expected to cure it alone. Rather, large-scale social/cultural change requires broad, cross-sector coordination and collaboration – and creating an active, healthy city is social/cultural change.

BACKGROUND



Live Active was adopted by Edmonton City Council in November 2016. The Live Active strategy presents a framework to get more Edmontonians more active, a framework for change, and a framework to create and grow collaborative partnerships.

The Live Active strategy has strong ties to City Council's new (draft) strategic plan Vision 2050, whose principles of Innovative, Inclusive, and Connected resonate in the Live Active strategy, as do the strategic goals of Healthy City and Urban Shift.

As a broad strategy, Live Active falls within City Council's Sport and Recreation initiative, which has been expanded to "Live Active, Children's Health and Recreation". As the implementation of the Live Active strategy has evolved, the use of the term 'live active' has come to mean valuing physical activity.

The Live Active strategy also impacts or is impacted by the City Council initiatives of:

- EndPoverty Edmonton
- Child Friendly Edmonton
- Community Hubs
- Active Transportation
- City Design | WinterCity
- Next Gen | Seniors
- Urban Isolation / Mental Health

TOGETHER, THE CORE PRINCIPLES, VISION, MISSION, AND THE STRATEGIC GOALS ACT AS THE FRAMEWORK TO FORM THE FOUNDATION AND ROAD MAP FOR LIVE ACTIVE.

VISION A healthy, vibrant Edmonton in which people embrace active lifestyles that improve their individual well-being as well as that of their families, neighbourhoods and communities.

MISSION To encourage Edmontonians to become passionate about, and committed to, physical activity throughout their lives. Regardless of their age, gender or background, Edmontonians participate across the spectrum of active living, active recreation and sport activities to the level of their ability throughout all seasons.

CORE PRINCIPLES

1

INCLUSION:

Edmontonians of all ages, abilities, and communities have opportunities to be involved in active living, active recreation and sport.

2

ACCESSIBILITY:

Active living, active recreation, and sport choices will be accessible in every sense in order to ensure inclusion. While it is impossible to make every activity affordable for everyone, organizations can lower the barriers to a range of quality options so every Edmontonian can be more active.

3

PHYSICAL ACTIVITY HAS A SOCIAL BENEFIT:

Edmontonians choose their own ways to be active, and are encouraged and supported in their choice.

4

SUPPORTING EXCELLENCE:

By fostering an environment committed to excellence, including world-class infrastructure and programs, Edmonton will support people who train and compete at the highest levels of their ability.

5

COLLABORATION AND INNOVATION:

No one agency, community, or government can achieve this vision on its own. The City of Edmonton and partners need to work together collaboratively and in innovative ways across the spectrum of activity, among diverse types of organizations, and across communities.

6

CONTINUED CONNECTIONS:

In order for collective action to be successful, there is ongoing, regular connection, information sharing, and collaborative action among all partners.

THE PILLARS

1

FOSTER PHYSICAL LITERACY

2

BE ACTIVE FOR LIFE

as lifelong participation in active living, active recreation, and sport sets the stage for Edmonton becoming an active healthy city, and

3

CHAMPION PERSONAL AND SYSTEM EXCELLENCE

so that Edmontonians have opportunities through quality active living, active recreation, and sport experiences to reach their potential.

PHYSICAL LITERACY IS THE...

Physical competence

*motivation
knowledge
valuing*

confidence

...TO BE ACTIVE FOR LIFE

TOP PRIORITY

As stated within the Live Active strategy, “given that children and youth who engage in regular physical activity are more likely to remain physically active as adults, initiatives aimed at children, particularly those between birth and twelve years old should be prioritized.

Success on this front will depend on building relationships early on with early childhood providers, school boards, community leagues, youth active recreation and sport groups, and other relevant partners.” The Live Active strategy can be found at Edmonton.ca/liveactive

From Strategy to Implementation

The Live Active strategy embodies the full spectrum of physical activity; it is a forward thinking initiative embracing the three sectors that all have the same shared outcome Active Living, Active Recreation, and Sport.

Throughout history each sector has had its own approach and plan for their audience. Live Active Implementation aligns the three sectors into one, by doing this, the Live Active Advisory Group had to develop and understanding of the common ground between the sectors and what it is we need to change or keep doing from program to policy levels.

To achieve this the Advisory Group shifted focus from the strategy strategic goals and desired outcomes to amalgamate them to three specific themes. This provides the direction for Live Active to be implemented in Edmonton and through both a combined and cross sector approach.

SECTOR ROLES

While government has a major role in advancing the Live Active strategy, it alone cannot achieve the change required to achieve the vision of more Edmontonians living active.

The graphic below identifies the significant sectors that have a role in advancing the strategy through collective impact, and the interconnectedness of the sectors. One gear is deliberately not labeled so that other sectors can see the opportunity to identify and claim their role in advancing Live Active.



GOVERNMENT

Government is a significant stakeholder as it is involved through many roles, including policy, as a regulator, facility provider, funder, and tax collector. The government sector comprises those who develop, enact, and implement policies that impact Edmontonians, including elected and appointed officials, planning agencies, staff, and relevant associations.

POST-SECONDARY

Edmonton has an extensive post-secondary sector, which consists of both public and independent institutions (especially with a religious affiliation). Post-secondary institutions can be viewed as a community within the larger community.

HEALTH

The health sector includes healthcare providers, policy makers, administrators, patient and family representatives, and other relevant stakeholders from across the healthcare system including hospitals, primary care, public health, population health, community health centers, health insurance providers, health researchers, and relevant associations and foundations.

SCHOOL JURISDICTIONS

School jurisdictions include school board trustees, school administrators, and other business officers, child nutrition directors, school nurses, curriculum coordinators, teachers, physical education specialists, health educators, supportive agencies, after-school staff, parents, students, and relevant associations and foundations.

EARLY CHILDHOOD AND OUT OF SCHOOL CARE

The early childhood and out of school care sector includes:

- » Day Care Programs – facility-based programs that serve infants, toddlers and preschool-aged children typically provided throughout the day, from the morning to early evening.
- » Group Family Child Care Programs – for children of all ages offered in a private residence. There are typically between seven and ten children with two caregivers.
- » Preschool Programs – for preschool aged children for four or fewer hours per day.
- » Approved Family Day Homes – for children of all ages through care in a private residence. There are typically six or fewer children, including the caregiver's own children, with one caregiver.
- » Out-of-School-Care Programs – for school-aged children before and after school, during lunch hours and sometimes when school is closed.

Across this continuum, stakeholders include owners or boards of directors, administrators, staff members, parents, and children, and government in the areas of policy, regulation, and funding. Schools that provide any of these services are also stakeholders.



COMMUNITY LEAGUES

Community league stakeholders include local residents and especially the active recreation and sport, and government sectors.

EMPLOYERS

The ten largest employers¹ in the Edmonton Census Metropolitan Area are:

1. Alberta Health Services (123,000)
2. Province of Alberta (35,000)
3. PCL Ltd. (16,380)
4. Stantec Inc. (15,200)
5. University of Alberta (15,000)
6. City of Edmonton (8,000)
7. Edmonton School District No. 7 (7,339)
8. Bee-Clean Building Maintenance Inc.(7,000)
9. The Brick Ltd. (5,700)
10. Alberta Treasury Branches (5,250)

Edmonton's business landscape is otherwise dominated by small businesses.¹

Therefore entities such as the Edmonton Chamber of Commerce and business revitalization

zone associations may have an important role in moving the Live Active strategy forward within the business sector. It will also be important for the other sectors to engage these organizations and the business sector itself.

LIVE ACTIVE ADVISORY GROUP

Following City Council approval of the Live Active strategy, an Advisory Group was formed to guide the development of this implementation plan. The advisory group comprises City of Edmonton (C of E) employees and volunteer community members representing:

- » Edmonton Sport Council (ESC)
- » Alberta Health Services (AHS)
- » Edmonton Public Schools
- » Edmonton Catholic Schools
- » Conseil scolaire Centre-Nord (Greater North Central Francophone Schools Region No.2)
- » University of Alberta Faculty of Kinesiology, Sport, and Recreation (U of A KSR)
- » YMCA of Northern Alberta (YMCA)
- » Ever Active Schools (EAS)
- » Edmonton Federation of Community Leagues (EFCL)

¹ Edmonton Economic Development Corporation, December 2017

AN ACTIVE PATH FORWARD

The result of their efforts is this comprehensive implementation plan for making Edmonton an active city through a collaborative working environment rooted in a shared commitment to innovation and excellence which enables partners to work together toward common objectives of a healthy city.

Goals, Actions and Priorities

The actions in this implementation plan fall under eight goals. These actions detail not only the direction for tangible changes, but also how to guide the necessary cultural shift to change behaviours towards physical activity. However, it is important to identify that the Live Active strategy is a living strategy. Over time, some actions will be achieved, other identified as being only partially achievable – or not achievable at all, and/or new actions are identified. Thus, Live Active is a living strategy which will continue to evolve, and in doing so it must remain nimble.

The actions have been prioritized into three categories to determine the effort required and ultimate impact of each action. Foundational actions are those that will truly lead to a cultural shift. Quick-win actions can be completed in the short term and/or have obvious immediate benefits. Some may already be underway. These actions will help carry the momentum already created by the Live Active strategy.

The implementation plan has three themes. They are:





ACTIVE STORY

Advance research and awareness about Edmonton's active opportunities and people.

GOAL S1

Advance an active community by purposefully utilizing a physical activity lens when making decisions from policy to service provision.

GOAL S2

Promote opportunities for all Edmontonians to live active and celebrate Edmontonians who do.

GOAL S3

Advance Edmonton specific research related to active living, active recreation, and sport.



ACTIVE ENVIRONMENTS

Increase opportunities for physical activity in Edmonton's built environment.

GOAL E1

Advance accessibility for all Edmontonians to engage in physical activity in a range of inviting safe spaces, recreation and sport infrastructure*, parks and green spaces, active transportation systems, work places, and more.



ACTIVE OPPORTUNITIES

Through collaboration, increase quality and quantity of active recreation and sport opportunities for all Edmontonians to improve their health in a holistic way.

GOAL O1

Advance a barrier free active recreation and sport system.

GOAL O2

Encourage Edmontonians to engage in their Physical Literacy journey so that they continuously develop their competence, confidence and motivation to be active for life.

GOAL O3

Advance quality active living, active recreation, and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

GOAL O4

Engage professional sport* in the Live Active strategy

* Edmonton City Council Live Active, Children's Health and Recreation Initiatives.



ACTIVE STORY

Advance research and awareness about Edmonton's active opportunities and people.

GOAL S1

Advance an active community by purposefully utilizing a physical activity lens when making decisions from policy to service provision.

ACTIVE STORY ACTION: S1.1

Create and promote internal awareness of the Live Active strategy, and consider the importance of a physical activity lens when making policy to service provision decisions.

Desired Outcome(s) Edmonton is an active, healthy City where citizens value lifelong participation through active living, active recreation and sport and know how to connect to the activity of their choice.

Lead(s) Live Active Implementation Team

Suggested Partner(s) As identified.

Output(s)

- » Communities of practice are created to bring together employees to work on high priority, complex challenges related to the Live Active strategy.
- » Organizational working sessions raise awareness of the need to create opportunities to help make Edmontonians more active.
- » How the Live Active strategy is aligned to and complements stakeholder initiatives is identified.
- » New policy, strategies, projections, initiatives, etc. are developed with consideration to the Live Active strategy and a physical activity lens.
- » Transportation strategies and policies are evaluated and aligned to facilitate safe and affordable access to sports programs, playgrounds and parks.
- » The Government of Alberta is engaged in policy discussions as to physical activity spaces in all provincially funded buildings (schools, hospitals, post-secondary, etc.).

Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
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Time Frame	Short-term (2019-2021)	Priority Status	Foundational
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Probable Resources

- » Common communication tools.
- » Staffing.

Opinion of Probable Cost	2019		2020 - 2023	
	2024 - 2028			

GOAL S2

Promote opportunities for all Edmontonians to live active and celebrate Edmontonians who do.

ACTIVE STORY ACTION: S2.1

Develop a public communication/marketing plan to increase awareness of the many ways and places Edmontonians can be physically active in their homes, schools, workplaces, and community. This plan should leverage and complement existing physical activity communication plans and resources.

Desired Outcome(s)	Edmontonians are informed and motivated to be physical active through all stages of life.					
Lead(s)	C of E					
Suggested Partner(s)	School Jurisdictions, Post-Secondary, Health, EFCL, YMCA, ESC .					
Output(s)	<ul style="list-style-type: none"> » A Communication plan is developed, including communications within large sport events and professional sport in Edmonton. » A Communication plan has been implemented and continues to evolve over time. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019-2021)			Priority Status	Foundational	
Probable Resources	<ul style="list-style-type: none"> » Meeting support resources may be required. » Plan resourcing. 					
Opinion of Probable Cost	2019			2020 - 2023		
	2024 - 2028		\$100,000			

GOAL S3

Advance Edmonton specific research as related to active living, active recreation and sport.

ACTIVE STORY ACTION: 3.1

Develop a multi-sector evaluation framework for the Live Active strategy.

Desired Outcome(s)	Qualitative and quantitative evidence contributes to ongoing investment in the Live Active strategy.
Lead(s)	C of E
Suggested Partner(s)	ESC

Output(s)	<p>An evaluation framework which incorporates metrics for:</p> <ul style="list-style-type: none"> » Short-term indicators of policies, systems, and environmental changes at the community level: <ul style="list-style-type: none"> · New opportunities, programs, initiatives, etc. · Advisory Group learning(s), consciousness of learning, dissemination of learnings. · Intended and unintended effects of our actions. » Process evaluation measurements focused on sector workgroup activities and outputs: <ul style="list-style-type: none"> · Implementation Plan progress. · Changes in stakeholder relationships. » Vision performance measures: <ul style="list-style-type: none"> · Existing cross-sectoral baseline physical activity metrics are identified. · A 2019 baseline physical activity metric for children birth to twelve years of age is established. · 2020 baseline physical activity levels for youth twelve to seventeen years of age, and adults are established. · A cross sector approach evaluation framework is developed in 2020. · An approach for measuring the health (mental, physical and social) of students, faculty and staff and the University of Alberta as a whole, and utilize this data to prioritize health needs and to allocate resources appropriately.
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Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019-2021)			Priority Status	Foundational	
Probable Resources	TBD					
Opinion of Probable Cost	2019			2020 - 2023		
	2024 - 2028					

GOAL S3

Advance Edmonton specific research as related to active living, active recreation and sport.

ACTIVE STORY ACTION: 3.2

Advance research as related to active living, active recreation and sport, and to share the same across the Live Active Sectors.

Desired Outcome(s)	The Live Active Sectors have a greater understanding of new knowledge related to active living, active recreation, and sport which influences creating an active healthy city.					
Lead(s)	U of A KSR					
Suggested Partner(s)	Government, Active Recreation and Sport, School Jurisdictions, YMCA, Community Leagues, Health, Business, Post-Secondary, ESC.					
Output(s)	<ul style="list-style-type: none"> » Amount of validated research initiated, especially as a result of the Live Active strategy. » Analysis as to the knowledge transfer from researchers to practitioners as it relates to active living, active recreation and sport. » Statistics from the Sport Conference, Physical Activity Forum, Live Active Summit, and other workshops and seminars (number of sessions, number of Edmonton organizations participating, number of Edmonton community participants, etc.). 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Long-term (2025 +)		Priority Status	Determined Effort		
Probable Resources	TBD					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

ACTIVE ENVIRONMENTS

Increase opportunities for physical activity in Edmonton's built environment.

GOAL E1

Advance accessibility for all Edmontonians to engage in physical activity in a range of inviting safe spaces, recreation and sport infrastructure, parks and green spaces, active transportation systems, work places, and more.

ACTIVE ENVIRONMENTS ACTION: E1.1

Improve access to Edmonton's active recreation and sport infrastructure.

Desired Outcome(s) Edmonton's recreation and sport facilities are equitably accessible by all Edmonton user groups.

Lead(s) C of E

Suggested Partner(s) School Jurisdictions, Post-Secondary, Active Recreation and Sport, ESC, Community Leagues, EFCL, YMCA.

Output(s)

- » A review of the C of E's recreation and sport facility allocation booking policies and procedures with consideration of Sport for Life and Long Term Athlete Development framework.
- » Expansion of the Joint Use Agreement - Facilities to include other partners (Joint Use 2.0).
- » Number of facilities providing space through the Joint Use Agreement.
- » Increase in bookable time offered and utilized.
- » Advancement in the development of active recreation and sport infrastructure, including that high performance sport.

Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
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Time Frame	Short-term (2019 - 2021)	Priority Status	Quick-Win
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Probable Resources Meeting support resources may be required.

Opinion of Probable Cost	2019		2020 - 2023	
	2024 - 2028			

GOAL E1

Advance accessibility for all Edmontonians to engage in physical activity in a range of inviting safe spaces, recreation and sport infrastructure, parks and green spaces, active transportation systems, work places, and more.

ACTIVE ENVIRONMENTS ACTION: E1.2

Advance stakeholder and developer awareness of and compliance with the City of Edmonton's Age-Friendly Edmonton Access Design Guide (2017) and Complete Streets Standards and Construction (Pg. 8 design goals and principles).

Desired Outcome(s)

A cross sectoral understanding of the importance of universal design (the design of buildings, products or environments to make them accessible to all people, regardless of age, disability or other factors) to advance an active lifestyle at home, school or work, in the community, and at play is created, including:

- » Community design features that can promote being active to get to work or other places, such as connected streets, sidewalks, bike paths, good public transit, and a mix of residential, commercial, school, and employment areas are supported.
- » The development of green spaces, waterways, walking paths, trails and recreation facilities that promote recreational physical activity are encouraged.
- » Commercial building codes require stairways to be more accessible and visible.

Lead(s)

C of E (Urban Form and Planning)

Suggested Partner(s)

Business, School Jurisdictions, Post-Secondary, Community Leagues, Active Recreation and Sport, Health.

Output(s)

Accessibility measures for:

- » Assessment as to improvement in universal design. City of Edmonton's Accessibility Committee annual findings.
- » Distribution of an annual summary as to Crime Prevention Through Environmental Design – safer environments offer more opportunities for physical activity.

Principle Alignment

Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
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Time Frame

Mid-term (2022 – 2024)

Priority Status

Determined Effort

Probable Resources

No new resources are required.

Opinion of Probable Cost

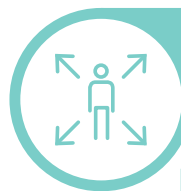
2019

2020 – 2023

2024 – 2028

<p>GOAL E1</p> <p>Advance accessibility for all Edmontonians to engage in physical activity in a range of inviting safe spaces, recreation and sport infrastructure, parks and green spaces, active transportation systems, work places, and more.</p>	<p>ACTIVE ENVIRONMENTS ACTION: E1.3</p> <p>Advance evidence based workplace wellness strategies by all employers, especially for sedentary positions, that promotes and provides incentives for physical activity.</p>
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Desired Outcome(s)	Edmontonians are more active at work.					
Lead(s)	C of E, ESC					
Suggested Partner(s)	Post-Secondary, Edmonton Chamber of Commerce, Business revitalization zones and associations, Alberta Blue Cross, AHS, Workers' Compensation Board, AB Schools Employee Benefit Plan.					
Output(s)	<ul style="list-style-type: none"> » Development of an audit tool. » The number of active workplace audits completed. » Number of employers offering a workplace wellness strategy. » The number of employees engaged in the same. » Employee program supports increase. » New employer program supports provided. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)		Priority Status	Determined Effort		
Probable Resources	» Potential Increase to ESC base budget.					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					



ACTIVE OPPORTUNITIES

Through collaboration, increase quality and quantity of active recreation and sport opportunities for all Edmontonians to improve their health in a holistic way

GOAL 01

Advance a barrier free active recreation and sport system.

ACTIVE OPPORTUNITIES ACTION: 01.1

Increase participation in active recreation and sport, especially for children from birth to twelve years of age, by systematically removing participation barriers.

Desired Outcome(s)

- » All Edmontonians, regardless of age, ability, background or income level, are empowered to participate in active living, active recreation and sport.
- » Active recreation and sport choices are accessible in every sense in order to ensure inclusion.

Lead(s) C of E, ESC

Suggested Partner(s) School Jurisdictions, AHS, Post-Secondary, EFCL, Community Leagues, Active Recreation and Sport, EAS, Sport Central, KidSport Edmonton, Canadian Tire Jumpstart.

Output(s)

- » Number of systemic barriers or processes removed or reduced as related to accessing opportunities for physical activity – e.g. process for street closure / zoning bylaws review.
- » Number of additional year round low or no cost access opportunities to recreation spaces and facilities (e.g. School, C of E, Post-Secondary, community leagues).
- » Number of new active recreation and sport programming opportunities at school (before, during and after school), in the community and elsewhere.
- » Increase in coordination/equity indicators from existing programs (AHS, organizations funded by the Alberta Ministries of Health / Culture and Tourism, and C of E).
- » Increases in the provision of participant supports.
- » Increases in the provision of support for organizations and sectors.

Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 – 2021)		Priority Status	Determined Effort		
Probable Resources	TBD					
Opinion of Probable Cost	2019			2020 – 2023		
	2024 – 2028					

GOAL 01

Advance a barrier free active recreation and sport system.

ACTIVE OPPORTUNITIES ACTION: 01.2

Increase participation in active recreation and sport by targeted populations (i.e. women and girls, children and youth, seniors, First Nations, persons with disabilities, ethno-cultural populations, new Canadians, economically disadvantaged).

Desired Outcome(s)

- » Participation rate in active recreation and sport by targeted populations increases.
- » Coordination and leveraging of existing resources.

Lead(s) C of E, ESC

Suggested Partner(s) YMCA, KidSport Edmonton, Sport Central, Canadian Tire Jumpstart, EAS, Post-Secondary, Edmonton Oilers Community Foundation, Edmonton Community Foundation.

Output(s)

- » Development of unique initiatives which target unique targeted populations.
- » Increases in the provision of support for organizations and sectors.
- » Increases in the provision of participant supports.
- » Participation rates within unique initiatives.
- » Participation rates changes as identified through the State of Sport Survey.
- » Increased utilization of the Leisure Access Program, YMCA's Opportunity Fund, KidSport Edmonton, Canadian Tire Jumpstart, Sport Central, etc.
- » Improved coordination of programs and services.
- » Research to determine systemic changes.
- » Annual Active Story telling.
- » Certificates such as the U of A KSR's Aboriginal Sport and Recreation Certificate is enhancing knowledge amongst active living, active recreation and sport professionals in working with Indigenous populations.

Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
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Time Frame	Long-term (2025 +)	Priority Status	Determined Effort
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Probable Resources New investments for targeted populations may be recommended.

Opinion of Probable Cost	2019		2020 - 2023	
	2024 - 2028			

GOAL 02

Encourage Edmontonians to engage in their Physical Literacy journey so that they continuously develop their competence, confidence and motivation to be active for life.

ACTIVE OPPORTUNITIES ACTION: 02.1

Advance appropriate professional development for front line staff (active recreation, sport, schools, childcare, etc.) and access to suitable resources for the incorporation of physical literacy (PL) concepts and content into all physical activity programs.

Desired Outcome(s)	Organizations support the professional development in the of physical literacy for staff and provide them with the required resources, resulting in a strong Edmonton physical literacy movement.					
Lead(s)	ESC, C of E, EAS					
Suggested Partner(s)	Government, School Jurisdictions, Post-Secondary, Health, YMCA, Community Leagues, Active Recreation and Sport, Child Care.					
Output(s)	<ul style="list-style-type: none"> » Awareness levels of PL by staff. » Number of PL training sessions, number of trained leaders (Sport for Life, PL Training, etc.). » PL messaging (linked back to the Communications Plan). » PL resource sharing and collaboration in the active living, active recreation, sport, schools, health, post-secondary systems. » Live Active Summit is annual professional development and awareness building event. » PLAY GREAT is an important community of practice for PL practitioners. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 - 2021)			Priority Status	Quick-Win	
Probable Resources	<ul style="list-style-type: none"> » Continued C of E partnership in the Live Active Summit. » Existing - ESC budget. 					
Opinion of Probable Cost	2019		2020 - 2023		2024 - 2028	

GOAL 02

Encourage Edmontonians to engage in their Physical Literacy journey so that they continuously develop their competence, confidence and motivation to be active for life.

ACTIVE OPPORTUNITIES ACTION: 02.2

Identify and invest in ongoing professional development to support healthy school communities (staff, students and parents).

Desired Outcome(s)	School Jurisdictions support the professional development of staff and provide them with the required resources resulting in the advancement of quality instruction of the Alberta Education curricula: i.e. Physical Literacy, Physical Education, Health and Life Skills, Career and Life Management, sport and recreation academy programming.					
Lead(s)	School Jurisdictions					
Suggested Partner(s)	Alberta Education, EAS, Post-Secondary, Alberta Schools Athletic Association, Active Recreation and Sport.					
Output(s)	<ul style="list-style-type: none"> » Number of relevant professional development opportunities and number of participants. » Provision of teacher supports. » The provision of student supports. » Development of student competencies. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 – 2021)			Priority Status	Foundational	
Probable Resources	TBD by School Jurisdictions.					
Opinion of Probable Cost	2019			2020 – 2023		
	2024 – 2028					

GOAL 02

Encourage Edmontonians to engage in their Physical Literacy journey so that they continuously develop their competence, confidence and motivation to be active for life.

ACTIVE OPPORTUNITIES ACTION: 02.3

Audit and align existing post-secondary degree, diploma, certificates, workshops, symposiums and seminars to assess alignment with the Live Active strategy.

Desired Outcome(s)	Edmonton's future leaders in the area of active living, active recreation, and sport have relevant education and skills.					
Lead(s)	U of A KSR					
Suggested Partner(s)	Post-Secondary					
Output(s)	<ul style="list-style-type: none"> » Changes in certificate, diploma and degree programs offered. » Number of workshops, symposiums, seminars, etc. and registration (and completion) rates. » Employment readiness survey and other information gathering interactions from program graduates and Edmonton employers. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)			Priority Status	Foundational	
Probable Resources	Meeting support resources may be required.					
Opinion of Probable Cost	2019			2020 - 2023		
	2024 - 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: O3.1

Evaluate if the Community Investment Operating Grant (CIOG), and other supports, better advance sport in Edmonton, and identify any required additional investments to fulfil the same.

Desired Outcome(s)	Maximize the return on investment in sport.					
Lead(s)	ESC					
Suggested Partner(s)	C of E, Active Recreation and Sport, Provincial Sport Organizations.					
Output(s)	<ul style="list-style-type: none"> » A report as to the impact of a CIOG grant upon a sport organization (% of budget, etc.), impact if maximum budget cap was lowered, impact if funding followed targeted populations, etc. » Presentation of recommendations to appropriate organizations. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 – 2021)			Priority Status	Quick-Win	
Probable Resources	<ul style="list-style-type: none"> » Meeting support resources may be required. » Additional grant investments may be recommended. 					
Opinion of Probable Cost	2019			2020 – 2023		
	2024 – 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: O3.2

Continue the integration of the Live Active strategy with the YMCA of Northern Alberta's strategic plan and current or future initiatives.

Desired Outcome(s)	The YMCA is a major stakeholder in advancing the Live Active strategy through its many business areas, especially recreation, child care, and as an employer.					
Lead(s)	YMCA					
Suggested Partner(s)	C of E, ESC					
Output(s)	<ul style="list-style-type: none"> » A communication and education plan is developed for members on Long Term Athlete Development and Active for Life. » Child Care daily plans include Daily Physical Activity and Physical Literacy. » Barrier free access (Opportunity Fund for Programs and Membership) continues for those with demonstrated barriers and non-traditional users. » Integration of Physical Literacy in all Health, Fitness and Aquatics, and Child Care, training systems and requirements. Aspire to add evaluation frameworks. » Collaboration with partners to support YMCA and the Live Active strategy. » Number of partnerships to meet active living needs of the underserved and those facing barriers. » Number of partnerships to meet active living needs of the community. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 - 2021)		Priority Status	<ul style="list-style-type: none"> » Foundational » Quick-Win » Determined Effort 		
Probable Resources	No new resources are required.					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

<p>GOAL 03</p> <p>Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.</p>	<p>ACTIVE OPPORTUNITIES ACTION: O3.3</p> <p>Create and implement effective Edmonton healthy school policies aligned with a Comprehensive School Health approach.</p>
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Desired Outcome(s)	Active children and youth do better – in academic performance, behaviour, social emotional wellbeing, and overall health.					
Lead(s)	School Jurisdictions					
Suggested Partner(s)	Alberta Education, EAS, Post-Secondary.					
Output(s)	<ul style="list-style-type: none"> » Research confirms/supports the notion of better academic performance and provides knowledge regarding implementation. » Number of relevant professional development opportunities and number of participants. » Daily physical activity opportunities and programs for staff and students from K-12 are supported through all curricula and school environment. » Provision of teacher supports. » The provision of student supports. » Development of student competencies. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 – 2021)			Priority Status	Foundational	
Probable Resources	No new resources are required.					
Opinion of Probable Cost	2019		2020 – 2023			
	2024 – 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: 03.4

Advance a Major Event Strategy aligned to the 2017 Citizen's Panel on Major Events Sports report "The Changing Field of Play".

Desired Outcome(s)	Edmonton's infrastructure attracts more provincial, national and international events. These facilities and resources fully support Edmontonians who excel in their chosen activities as they strive to succeed at high-level competitions.					
Lead(s)	Edmonton Events					
Suggested Partner(s)	C of E, ESC, School Jurisdictions, Post-Secondary, Local Organizing Committees (LOCs), Provincial and Federal Governments.					
Output(s)	<ul style="list-style-type: none"> » Council approval of the Major Event Strategy. » Advancement of Major Event strategy implementation plan. » The continued advancement of spaces which meets provincial, national and international sport hosting requirements. » Social benefits and financial, human, and financial legacies from national and international event hosting are supported and developed, and shared through Active Story. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)		Priority Status	Determined Effort		
Probable Resources	Meeting support resources may be required.					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: 03.5

Advance strategic investments in sport, including high performance sport.

Desired Outcome(s)	Edmontonians have opportunities, through quality active living, active recreation and sport experiences to reach their potential.					
Lead(s)	C of E					
Suggested Partner(s)	ESC, School Jurisdictions, Post-Secondary, Provincial Sport Organizations, local sport organizations.					
Output(s)	<ul style="list-style-type: none"> » A high-performance sport strategy for Edmonton is developed, including ways by which high performance athletes contribute to the advancement of the Live Active strategy. » Resource investments in outdoor and indoor sport infrastructure. » Reports on the state of sport in Edmonton. » Investigation as to if the Community Investment Hosting and Travel Grants could be better utilized to advance sport in Edmonton: <ul style="list-style-type: none"> · Number of grants directly supporting the advancement of sport for Edmontonians. · Impact of a travel grant or hosting grant (% of budget, etc.). · Risk analysis if the grant was eliminated. · Presentation of recommendations, including required additional investments to fulfill the same. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)			Priority Status	Determined Effort	
Probable Resources	<ul style="list-style-type: none"> » Meeting support resources may be required. » Additional sport investments (facilities and grants) may be recommended. 					
Opinion of Probable Cost	2019			2020 - 2023		
	2024 - 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: 03.6

Increase participation opportunities in active living, active recreation and sport opportunities for students at school.

Desired Outcome(s)	Edmonton children and youth are more active at school.					
Lead(s)	School Jurisdictions					
Suggested Partner(s)	C of E, Community Leagues, ESC, EAS, Post-Secondary.					
Output(s)	<ul style="list-style-type: none"> » An education campaign on the importance of active living classrooms and active living for student and staff wellbeing is developed and implemented. » Resources and opportunities for quality recess, intra-murals, extra-curricular, and after school sports and active recreation activities for all students are increased. » Number of new partnership programs created, the number of schools and students involved in the same. » Strategies to increase active school travel are created. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)		Priority Status	Determined Effort		
Probable Resources	<ul style="list-style-type: none"> » Meeting support resources may be required. » Other (support for campaign/new programs). 					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: O3.7

Develop an integrated Alberta Health Services implementation plan.

Desired Outcome(s)	Edmontonians are more active within AHS (Edmonton Zone).					
Lead(s)	AHS					
Suggested Partner(s)	Other Health Sectors, C of E, ESC.					
Output(s)	<ul style="list-style-type: none"> » A structure within AHS Edmonton Zone to support a coordinated approach to addressing active living is developed and implemented. » Partnerships that support active living program development and delivery, policy development and evaluation activities are developed and maintained. » Evidence based consistent policies, practices and programs that enhance active living, active recreation and sport for Edmontonians, including an internal AHS focus on patients, clients, and residents are developed and/or adopted. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)		Priority Status	Determined Effort		
Probable Resources	TBD					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: O3.8

Develop a community of practice among Edmonton's post-secondary institutions to share best practices as they relate to active living, active recreation and sport.

Desired Outcome(s)	There is a collective approach among the post-secondary institutions towards physical activity in Edmonton.					
Lead(s)	U of A KSR					
Suggested Partner(s)	(Other) Post-Secondary Institutions					
Output(s)	<ul style="list-style-type: none"> » A community of practice is developed to share best practices. » Edmonton post-secondary institutions develop an internal strategy that aligns to the Live Active strategy. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Mid-term (2022 - 2024)		Priority Status	Determined Effort		
Probable Resources	TBD					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

<p>GOAL 03</p> <p>Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.</p>	<p>ACTIVE OPPORTUNITIES ACTION: 03.9</p> <p>Advance ways in which Edmontonians can live active within their local community.</p>
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Desired Outcome(s)	More Edmontonians are active in their local community.					
Lead(s)	EFCL, C of E					
Suggested Partner(s)	Community Leagues, C of E, School Jurisdictions, Post-Secondary, Active Recreation and Sport, ESC.					
Output(s)	<ul style="list-style-type: none"> » Number of new community based participation opportunities (facilities and programs) and utilization rates. » Crime rate changes in relationship to new community based participation opportunities. » Increases in citizen utilization rates of open spaces (Active Count - non-advertised quarterly). 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Long-term (2025 +)		Priority Status	Foundational		
Probable Resources	<ul style="list-style-type: none"> » Existing C of E Citizen Services staffing (Neighbourhood Resource Coordinators, Building Communities through Recreation, Abundant Community Edmonton, etc.). » Increase to EFCL (Community Active Recreation Consultant) base budget. » Seed funding (grant opportunity for program development, equipment, etc.). » Provision of leader supports. » The provision of participant supports. » Development of participant competencies. 					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: 03.10

Engage the Early Childhood and Out Of School Care Sector in the Live Active strategy.

Desired Outcome(s)	Children from birth to twelve years of age are more physically active in formal child care and out of school care programs.					
Lead(s)	C of E, ESC, YMCA, Ever Active Schools.					
Suggested Partner(s)	School Jurisdictions, Early Childhood and Out Of School Care.					
Output(s)	<ul style="list-style-type: none"> » Development of an Early Childhood and Out of School Care organizations engagement strategy including evaluation measures. » Number of Early Childhood and Out of School Care organizations engaged in advancing the Live Active strategy. » Program modification indicators. » Number of sector organizations participating in Live Active strategy professional development opportunities. » Number of sector professionals participating in Live Active strategy professional development opportunities. » Number of Early Childhood and Out of School Care organizations following the provincial activity guidelines for after school programs in Alberta. » Provision of leader supports. » The provision of participant supports. » Development of participant competencies. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Long-term (2025 +)		Priority Status	Determined Effort		
Probable Resources	<ul style="list-style-type: none"> » New – Citizen Services. » Meeting support resources may be required. 					
Opinion of Probable Cost	2019		2020 – 2023		2024 – 2028	

<p>GOAL 03</p> <p>Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.</p>	<p>ACTIVE OPPORTUNITIES ACTION: 03.11</p> <p>Encourage Edmonton Active Recreation and Sport Organizations to embrace best practices in governance, program delivery and appropriate participation.</p>
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Desired Outcome(s)	Quality active recreation and sport opportunities (good people, programs, and places*) are provided to all Edmontonians.					
Lead(s)	ESC, C of E					
Suggested Partner(s)	School Jurisdictions, Active Recreation and Sport.					
Output(s)	» An environmental scan on the state of quality standards embraced by Edmonton Active Recreation and Sport organizations. » Participant surveys (State of Sport, etc.).					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Long-term (2025 +)			Priority Status	Determined Effort	
Probable Resources	TBD					
Opinion of Probable Cost	2019			2020 - 2023		
	2024 - 2028					

* Sport for Life "Quality Sport Checklist" and Sport New Zealand "Young Peoples Quality Sport Indicators", etc.

GOAL 03

Advance quality active living, active recreation and sport experiences for all Edmontonians, especially for all children from birth to twelve years of age.

ACTIVE OPPORTUNITIES ACTION: 03.12

Advance participation opportunities in active living, active recreation and sport for all of Edmonton's post-secondary students, faculty, staff, alumni, and for Edmontonians in general.

Desired Outcome(s)	Edmonton's post-secondary institutions are a place to be active.					
Lead(s)	U of A KSR					
Suggested Partner(s)	Post-Secondary					
Output(s)	<ul style="list-style-type: none"> » Development and delivery of initiatives that help students, faculty, staff and alumni understand why and how to maintain mentally, socially and physically healthy lifestyles. » Education of students, faculty and staff to apply existing health and wellness programs so they can respond appropriately to the needs of their peers. (UA Healthy University Strategy). Community Helpers training; Mental Health First Aid; Students helping students; Wellness Wednesday workshops. » Development of policy recommendations on joint use of post-secondary facilities amongst post-secondary students. » Development of policy recommendations for active transportation opportunities between post-secondary campuses. » Creation of opportunities for extra-mural opportunities for post-secondary students. Multi-sport competitions between post-secondary institutions at a recreational sport level. » Creation of opportunities for student-athletes to reach their full athletic potential through both Varsity and Competitive Sport Club opportunities. » Design, building and renovation of indoor and outdoor spaces on all post-secondary campuses with health and social connection in mind. (UA Healthy University Strategy), example "Hello, How are you?" campaign, fire pits, who is driving assignment of space for wellness purposes. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Long-term (2025 +)		Priority Status		Determined Effort	
Probable Resources	Meeting support resources may be required.					
Opinion of Probable Cost	2019		2020 - 2023			
	2024 - 2028					

GOAL 04		ACTIVE OPPORTUNITIES ACTION: 04.1				
Engage Professional Sport in the Live Active Strategy.		Engage Professional Sport and their related organizations in the Live Active strategy.				
Desired Outcome(s)	Professional Sport assists in developing innovative ways to advance active living, active recreation and sport participation by Edmontonians.					
Lead(s)	C of E, ESC					
Suggested Partner(s)	Edmonton Oilers Entertainment Group, Edmonton Eskimos, FC Edmonton.					
Output(s)	<ul style="list-style-type: none"> » Engagement of Professional Sport in advancing the Live Active strategy. » Identification and advancement of partnerships and opportunities to advance the Live Active strategy, especially the use of Sport for Development. Sport for Development is a specific methodology that suggests the intentional use of sport and physical activity can build healthy communities and help people reach their full potential: Healthy Body, Healthy Mind, Ready for School, and Ready for Work. 					
Principle Alignment	Inclusion	Accessibility	Physical Activity has Social Benefit	Supporting Excellence	Collaboration and Innovation	Continued Connections
Time Frame	Short-term (2019 – 2021)		Priority Status	Determined Effort		
Probable Resources	No new resources are required.					
Opinion of Probable Cost	2019		2020 – 2023			
	2024 – 2028					

APPENDIX A

LIVE ACTIVE IMPLEMENTATION PLAN ADVISORY MEMBERS

Roger Jevne

City of Edmonton –
Citizen Services
Chairperson

Ronna Bremer

City of Edmonton –
Citizen Services

Brad Badger

City of Edmonton –
Citizen Services

Jill Gillis

City of Edmonton –
Citizen Services

Eoghan Curran

City of Edmonton –
Citizen Services

**Tammy
Goodwin**

Edmonton Sport
Council

Gary Shelton

Edmonton Sport
Council

Nick Parkinson

YMCA of Northern
Alberta

Kent Bittorf

YMCA of Northern
Alberta

Brian Torrance

Ever Active Schools /
Edmonton Sport
Council

Cheryl Harwardt

University of Alberta
Faculty of Kinesiology,
Sport and Recreation

Vicki Harber

Sport for Life

Michelle Kilbourn

Alberta Health Services –
Population Health
Surveillance and
Infrastructure

Dawn Estay

Alberta Health Services –
Primary Care and Chronic
Diseases

**Laura
Cunningham-Shpeley**

Edmonton Federation
of Community Leagues

Rob Agostinis

Edmonton Federation
of Community Leagues

Chantelle Zimmer

Edmonton Federation
of Community Leagues

Chris Wright

Edmonton Public Schools

Cheryl Shinkaruk

Edmonton Catholic Schools

Heather Rootsart

Edmonton Catholic Schools

**Renée
Levesque-Gauvreau**

Conseil scolaire
Centre-Nord







Edmonton

LIVE ACTIVE:
A Collaborative Strategy
for Active Living, Active
Recreation and Sport in
Edmonton
Implementation Plan

