

# SUMMARY REPORT

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## National Consultation on the Canadian Sport Policy Renewal

**Sport Canada**

In collaboration with:

Sport Information Resource Centre

Sport Matters Group

Canadian Olympic Committee

Own the Podium

**National Consultation Workshop  
Calgary, Alberta - June 17 2011**

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## Background and Context

### 1.1 Background

F-P/T Ministers responsible for sport have agreed that officials should proceed with developing a successor policy to the Canadian Sport Policy and an accompanying joint action plan for federal and provincial/territorial governments, for Ministers' review and approval at their next conference to be held in April 2012. They also agreed that governments will carry out consultations as the basis for developing a successor policy to the Canadian Sport Policy in the period March to June 2011. To that end, each government is responsible for consulting with their respective stakeholders and communities with a view to conducting a comprehensive consultation that will enable the design of a policy to further the vision and goals for sport into the foreseeable future.

This document is intended as a record of the points raised during the Canadian Sport Policy (CSP) Renewal National Consultation Workshop held on June 17 2011 at the Delta Bow Valley in Calgary, Alberta. The meeting was organized by Sport Canada, in conjunction with the Sport Information Resource Centre (SIRC), the Sport Matters Group (SMG), the Canadian Olympic Committee (COC) and Own the Podium (OTP) to:

1. obtain information from Canadians in general as well as targeted populations on issues related to the content of the new Canadian Sport Policy;
2. continue the process of engaging the sport community in the development of the new policy; and
3. engage targeted non-sport sectors in the development of the new policy.

Approximately 50 participants attended the national consultation workshop. The list of participants is available in Appendix A. The meeting Agenda can be found in Appendix B.

The views expressed herein are those raised by the participants at the meeting and do not necessarily reflect those of Sport Canada or the Government of Canada.

### 1.2 Welcome and Opening Remarks

Allan Zimmerman, Director of Sport Programs at Sport Canada, welcomed participants to the workshop on behalf of Sport Canada and its partners, and thanked them for their attendance. He began by providing a brief overview of the different phases of the Canadian Sport Policy renewal process. He indicated this is second of four large consultation meetings being held across the country as part of the consultation process with the national sport community and related sectors for the renewal of the Canadian Sport Policy.

In closing, Mr. Zimmerman emphasized that this was not a government policy, but a sport policy for Canadians, so all sport organizations should be able to see themselves reflected in the new policy.

### 1.3 Improving the Canadian Sport Policy

To start the morning, participants were asked to identify one thing they would do to improve the Canadian Sport Policy. The following key messages emerged:

- Promote more participation and physical activity at an early age.
- Make the policy relevant, meaningful and inclusive of all Canadians at all levels (municipal, provincial and national).
- Develop sport messaging to clearly communicate what sport can do for society ("ask not what society can do for sport but what sport can do for society"). Demonstrate the links between physical activity/sport and health, productivity and brain health to encourage greater participation of Canadians in an active lifestyle.
- Enhance overall integration of the sport system and provide for greater alignment between all stakeholders in order to maximize human and financial resources.
- Develop performance measures to evaluate the success of the previous round of policy.
- Ensure the policy is understood at the community-level.
- Encourage greater collaboration between partners to streamline processes and procedures.

- Support the sport policy by creating a True Sport community and establishing Ministers for Sport at the federal and provincial levels who can champion the issues.
- Make sport fun and accessible and remove barriers to participation.
- Align university education and sport.
- Align funding of local program delivery.
- Invest more resources at the municipal and provincial levels to address capacity issues and assist with implementation challenges.
- Establish a strong sense of ownership of the policy through: system alignment; a clear vision; sufficient funding; public awareness and robust leadership.
- Secure adequate funding to implement High Performance (HP) goals and support sport development according to the Long-term Athlete Development (LTAD) model.
- Create a clear, concise (1 page) policy paper that speaks in simple terms to the goals, objectives and purpose of sport in Canada.

## SECTION 1: Why Sport?

During this exercise, participants were invited to interview colleagues at their table on the following themes: promoting participation in sports, defining a quality sport experience, increasing participation of under-represented groups, and community-building and non-sport objectives. Six rounds of brief one-on-one interviews allowed participants to respond to questions on each of the 4 themes. Following the interviews, participants were invited to analyze key findings and prepare for a report back to plenary. Key messages that emerged from this exercise are listed in the sub-sections below.

### 1.1 Promoting Participation in Sports

Participants were asked to identify the reasons for their organization's interest in promoting participation in sport. The following top reasons emerged:

- Increase activity levels in the Canadian population.
- Increase sport participation at all levels.
- Improve the health and wellness of the Canadian population.
- Remove barriers to social inclusion.
- Provide a quality experience in a safe, healthy environment.
- Create a culture of sport in Canada.
- Foster leadership development at all levels.

### Challenges, Issues and Opportunities

Participants identified the following challenges, issues and opportunities affecting their organization's efforts to promote and increase participation in sport:

- **Financial challenges:** Lack of facilities and funding infrastructure. The cost of participating in sport is also a barrier to entry for many Canadians.
- **Human resources:** Finding qualified staff, coaches, volunteers and high performance experts can be quite challenging.
- **Social trends:** It can be a challenge to compete with modern technology, videogames and computers when trying to encourage the younger generation to lead a more active lifestyle.

### Strategies

The following strategies were identified to address the above-listed challenges and issues:

- Use Social Media tools to engage the new generation in active sport.
- Develop mentorship programs for volunteers, boards, coaches, officials and staff.
- Create strategic partnerships to align the profit and not-for-profit sectors.
- Focus on educating the Canadian population about sport and the benefits of leading an active lifestyle.
- Invest in facilities and infrastructure.
- Align policies and resources in the sport system.

### 1.2 Defining a Quality Sport Experience

The group defined a quality sport experience as an enjoyable experience that encourages participants to come back. Other themes that emerged include:

- High level of certified coaching.
- Quality administration.
- Certified officials.
- Safe venues and a safe environment.
- Well-organized.
- Opportunity for personal development.

## Values

The following top values were identified by the group as values defining sport as practiced on the field of play in Canada: Fair play; respect; integrity; equity; inclusion; excellence; personal development; and pride at all levels.

## Current Barriers

The group identified the following current barriers to achieving a quality sport experience:

- Insufficient financial and human resources.
- Lack of qualified coaches, administrators and officials.
- Unsafe venues and environments, which can cause a negative experience.

## 1.3 Increasing Participation of Under-Represented Groups

There was some disagreement on whether or not efforts should be made to increase the participation of under-represented groups in sport, with the majority of participants agreeing some efforts should be made. The concerns of those opposing such efforts were mainly related to the need to focus efforts on the broader population. Those who felt such efforts should be made indicated a need to target newcomers, ethnic groups and aboriginal groups to expose them to sport and give them the opportunity to enjoy the benefits of sport. The group also indicated a need to recognize the barriers to participation that these groups are currently experiencing and adapt facilities to the requirements of specific groups.

Participants recommended identifying under-represented groups and communities based on their socio-economic status (regardless of their ethnicity). The self-identification of those groups was not the preferred option. A suggestion was made to identify these groups through social services, law enforcement, teachers and the school system, Canadian Tire, Boys & Girls Clubs, food banks, as well as through census information.

## 1.4 Official Languages

Participants were asked whether their organization offered programs in both official languages and what the current challenges of doing so are. Many organizations at the provincial and local level indicated they did not offer programming in both official languages. The group agreed that programming should not have to be in both official languages unless there is a recognized need to do so. The biggest challenge identified was related to insufficient financial and human resources for translation and interpreters. The group also pointed out that translating real-time updates that are posted through websites and Social Media channels such as Facebook and Twitter can be a challenge.

## 1.5 Community-Building and Non-sport Objectives

Some see partnerships between sport organizations and non-sport organizations as a means to pursue community building/non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Participants were asked whether they saw merit in this.

The group agreed that sport connects participants to the community at large and that through sport, many participants get a sense of belonging and inclusion. The ability to produce social change was identified as the major benefit of partnering with non-sport organizations. Some examples of intentional partnering include:

- The Calgary Sport Tourism Authority bids for events (to be hosted in Calgary) that offer significant promotional opportunities, provide community legacies and stimulate economic activity.
- The Canadian Paralympics Foundation uses sport to connect their participant to the community at large. Through sport, these participants get a sense of belonging, inclusion and community.
- Synchro Canada leverages participants to raise awareness for Breast Cancer.
- The Department of National Defence (DND) and Soldier On assist in the rehabilitation of wounded soldiers.
- RONA, the Canadian Olympic Committee (COC) and VANOC offer training opportunities to youth at risk so they can develop work skills.

Participants specifically noted that partnerships between sport groups and the education sector could help prevent obesity by increasing the health and wellness of Canadians.

## SECTION 2: High Performance

### 2.1 High Performance Objectives

Participants were asked to identify what Canada’s athlete performance objectives should be in high performance sport. The following key messages emerged from the report-back to plenary:

- Focus on winning medals and more first place and podium finishes in more sports (at the highest level possible within each sport).
- Make Canadians proud by reaching top of the podium while respecting Canadian values.

The group also identified the need to provide a performance environment where “our best is the best” and encourage monitoring and accountability for results.

The following factors are most likely to make a significant difference in reaching these objectives:

- Integrated pathways for excellence and development opportunities for promising athletes.
- Daily quality training environment (e.g. training, qualified coaches and adequate facilities).
- Cooperation between key partners and defined roles and responsibilities.
- Functional, integrated leadership expertise at all levels of high performance.
- A targeted approach.

### 2.2 High Performance Delivery System

The following top five priorities were identified for the high performance delivery system:

1. Coaches and technical leadership.
2. Training and competition.
3. Integrated athlete development pathways.
4. Athlete talent identification, recruitment and development.
5. Facilities and equipment.

Areas in which programs/services are currently sufficient	Areas in which programs/services are currently insufficient
1. Direct athlete support and incentives.	1. Coaches and technical leadership.
2. Sport science, sport medicine and technology.	2. Integrated athlete development pathways.
3. Hosting of international events in Canada.	3. Athlete talent identification, recruitment and development.

In small group discussions, participants recommended the following strategies to address areas in which programs and services are currently insufficient:

#### Coaches and technical leadership:

- Prioritize the development of curriculums for coaches and leaders.
- Offer more education and training opportunities for coaches.
- Develop mentorship programs with world-class coaches for Canadian high performance coaches.
- Invest in more world-class coaches for all sports.
- Have the right coach at the right level.
- Ensure qualified coaches are available at the grassroots level to build athletes’ fundamental skills.

#### Athlete talent identification, recruitment and development:

- Improve coordination of athlete talent identification and recruitment.
- Begin athlete talent identification at the school-age level.
- Leverage Canada Games and provincial multi-sport games for athlete talent identification.

- Improve alignment of integrated athlete development pathways.
- Invest in modern, multi-purpose facilities.

**Other recommended strategies:**

- Enhance overall capacity and sustainability of the sport system.
- Invest more money on research and innovation and consider partnering with universities.

## 2.3 Roles and Responsibilities

Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. The group agreed on the need for governments to better define the respective roles and responsibilities of the federal and provincial/territorial governments with regards to high performance sport to avoid duplication of effort and reduce overlap in programming. The group was in agreement that in certain areas, such as the Canada Games, the roles and responsibilities of various stakeholders are already well-defined. In addition, there was consensus on the need to develop a common definition of high performance sport before defining stakeholders' roles and responsibilities.

Participants identified the following areas where defining roles and responsibilities would be beneficial:

- Provincial contribution toward national objectives and alignment of programming and funding towards those objectives (coordination of FPT funding across specific levels of LTAD).
- Need for champions (Federal and Provincial Sport Ministers) to carry the flag at all levels and to build and promote the Canadian sport brand so that governments get some recognition and reward for their efforts.
- The need to engage the municipal level.
- There is a need for all levels of government to unite around the Canadian Sport for Life (CS4L) and LTAD methodology for high performance sport to increase overall system coherence and better define roles and responsibilities.

Although there was some disagreement on this issue, the majority of the group felt that the roles and responsibilities of other key non-government stakeholders with regard to high performance sport are reasonably clear. They noted relationships between these stakeholders are continuously evolving and improving all the time. Other key messages that emerged from the plenary discussion are listed below.

- There is a need to enhance collaboration and work towards elimination of overlap and duplication of effort (especially with regards to human resources).
- High performance sport is not a static environment: Relationships between non-government stakeholders will mature toward a common high performance goal as they and their environment evolves.
- Clarity and definition is needed in certain areas of service such as sponsor acquisition, CIS role in high performance, and event hosting strategy.



## SECTION 3: Sport Development

### 3.1 Priorities for the Sport Development Delivery System in Canada

In this voting exercise, participants were asked to identify priorities for Canada's sport development delivery system and identify areas in which programming is currently sufficient and insufficient. The following top five priorities were identified for the sport development delivery system in Canada:

1. Coaches and instructors.
2. School sport system.
3. Facilities and equipment.
4. Organizational capacity.
5. Officials – referees, umpires, judges, etc.

Areas in which programming is currently sufficient	Areas in which programming is currently insufficient
1. Equity policies.	1. School sport system.
2. Officials - referees, umpires, judges, etc.	2. Coaches and instructors.
3. Research and innovation.	3. Organizational capacity.

#### Strategies to address areas where programming is insufficient

In small group discussions, participants recommended the following strategies to address areas where programs and services are currently insufficient:

##### School sport system:

- Create more linkages between sport clubs and school facilities (e.g. for after school activities).
- Reduce limiting factors such as liability and safety risks.
- Demonstrate clear linkages between health and sport.
- Develop and foster a positive sport culture in schools.
- Have leaders "on the ground" to promote and support sport in schools.
- Create linkages between universities and the sport system to address governance and training issues.
- Create alignment on LTAD principles.
- Address the current disconnect between curriculum priorities and sport system priorities.
- Commit to an increase in the number of physical education positions at the elementary level.
- Convince the education sector of the value of sport as a learning tool.
- Allocate more funding to the school sport system.

##### Coaches and instructors:

- Offer more training opportunities and programs for coaches and instructors, including mentoring and apprenticeship programs.
- Offer performance incentives that are relevant to each generation (e.g. to address lack of commitment to coaching from Generation X).
- Offer government grant programs.
- Increase the number of paid coaching positions.
- Develop a new coaching framework (CBET is difficult to implement, especially for evaluators).
- Align courses with schools and communities.
- Reduce national coaching requirements.

##### Organizational capacity:

- Partner with municipal recreational programs.

- Develop a facilities and equipment strategy.
- Consult with the sport community when planning facilities.
- Build facilities that can be used for both competition and participation.
- Increase collaboration/alignment between relevant partners to maximize use of facilities/equipment.
- Consider the need for a Minister of Sport (both federally and provincially).

### 3.2 Canadian Sport for Life

The Canadian Sport for Life (CS4L) model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally-appropriate quality sport experiences to participants of all ages and at all levels of development.

#### Current impact

In the plenary report-back, the group identified the following current impacts of the CS4L model:

- Greater collaboration between sport groups, provinces and sectors.
- Athletes are encouraged to try different sports as there is less possessiveness within sports (e.g. between cross-country skiing and orienteering).
- A common language for everyone.
- Scientifically-based model that contributed to sport system alignment (PSO/NSO).
- Identified gaps in the programming.
- Special Olympics have good educational resources and manuals available for parents.

#### Future impact

The group identified the following future impacts of the CS4L model in the report-back to plenary:

- Better preparation for athlete podium performance.
- Alignment of sport clubs based on LTAD principles (e.g. “Train to Train” club).
- Increased participation and better athlete retention.
- More skilled athletes at competitive high performance level.
- Healthier Canadians.
- CS4L to become the recognized pathway for athlete development.

Other impacts that were discussed in the table group discussions include:

- Recognition that sport is not just for youth.
- Improved physical literacy of Canadians of all ages.
- Greater understanding of the value of sport.

#### Current barriers

In the plenary report-back, the group indicated that the following barriers to the successful implementation of the CS4L model currently exist:

- CS4L is not well understood at the community level.
- There is a significant lack of awareness and appreciation of the model from parents.
- Absence of central marketing strategy to promote the concept and get the word out.
- Resistance to change from parents, clubs and PSOs in the implementation phase.
- Limited funding for implementation of programs at the grassroots level.
- Lack of buy in from school sport system, especially in Alberta.
- Resistance to inclusion (of participants with disabilities, etc).

Other barriers that were discussed in the table group discussions include:

- Future practitioners are not being exposed to the model in university.
- Perception that CS4L is for high performance athletes only.
- Competition schedule and outcomes as it relates to athlete skill development (winning vs. participation).
- Poor communication between NSOs, PSOs and sport clubs.

## SECTION 4: International Sport

### 4.1 Objectives

Canada is very active in the international sport community through its efforts, for example, as world leader in anti-doping, its leadership in various international organizations, and its funding of various sport for development initiatives, which are defined as the intentional use of sport and /or physical activity to attain both sport and non-sport outcomes (e.g. youth leadership, crime prevention, health education and community- building).

Participants were asked to reflect on what Canada's objectives should be at the international level. In the plenary report-back, the group stressed the need to focus on domestic needs first, and suggested the following international objectives:

- Help to promote the fair access of girls and women overseas to good sporting and physical activity opportunities.
- Ensure greater representation of single sport and Multi-Sport Organizations (MSO) at the international level so they can become more aware and influential worldwide.
- Use sport as a tool for promoting Canadian products and business, as well as promoting Canada as a destination.
- Develop a plan and strategy to increase Canadian representation at the highest level of international sport and pursue a leadership role on international federations and their committees.

Other objectives that were discussed in the break out group discussions include:

- Host international sport competitions to build goodwill and increase collaboration between Canada and its international partners.
- Share and promote Canadian values of fair play, social justice, anti-doping policies and environmental stewardship internationally.
- Share Canadian expertise internationally.
- Continue to be a leader in anti-doping initiatives.
- Promote the use of sport as a tool for community development.

### 4.2 Activities

In this exercise, participants were asked to identify areas where Canada should modify, increase or decrease its activities. The group noted that Canada should keep or start doing the following activities:

- Promote Canadian values in sport internationally.
- Continue to be a world leader in anti-doping.
- Use sport as a tool for social change and social justice.
- Continue commitment to host major Games and International competitions.
- Advocate for increased opportunities for girls and women in sport.
- Develop a strategy to increase representation of Canadians on international boards.
- Use sport to leverage economic benefits related to destination awareness and promoting Canadian companies and products abroad.

The group noted Canada should do the following international high performance activities differently:

- Support robust Canadian leadership at all levels of international sport (committee, boards, executive) that align with Canadian sport policy vision and values.
- Focus bilateral agreements at the provider level (in the trenches), not the bureaucracy level.
- Align provinces' and territories' vision and objectives.
- Recognize that sport for development also needs to happen in Canada.
- Be more strategic as a sport community to support strong Canadian representation internationally. Develop a long term plan with measurable objectives and a communication strategy.

## SECTION 5: Capacity, Human Resources Challenges and Sport System Linkages

### 5.1 Human Resources Challenges

Participants were asked what their organizations needed in terms of resources to fully achieve their potential in delivering sport programs and services. Highlights from the plenary discussion are listed below.

- A new approach to coach education.
- A marketing budget.
- Facilities for both recreation and competition.
- Partnerships with corporations (for fundraising).
- Increased funding from sponsors.
- A budget for training and professional development.
- Increased collaboration between sport and non-sport organizations.
- More consistent public recognition of NSO accomplishments.

In plenary discussion, the group indicated that the most important current limitation for organizations to achieve their potential in delivering sport programming is the lack of innovation and creative thinking in the sport system. To address this challenge, the group recommended providing R&D funding to sport organizations and sport scientific advisory boards to encourage more innovation and creative thinking at the sport club level.

Other current limitations identified in the small group discussions include:

- Lack of coordination in sponsorship system.
- Limited ability and skill to negotiate partnerships with international partners.
- Aging facilities need to be updated to meet international standards.
- Limited funding.

### 5.2 Sport System Linkages

Participants were asked to identify the main benefits of improving linkages between national sport organizations and their provincial/territorial counterparts. In the plenary report-back, the group indicated benefits would be to bring consistency in the area of skills development, from both a technical and human resources point of view.

Other benefits identified in small group discussion include:

- Creating efficiencies across the sport system.
- Enhanced coordination between partners.
- Better relationships and increased level of understanding between partners.
- Better sponsor servicing and integrated rewards at both provincial and national level.

Challenges to improving these linkages include:

- The difference in capacity-level between various provinces puts a strain on human resources.
- Identifying ways to make linkages between these partners a “win-win” situation.

In the report-back to plenary, the group indicated that the key benefit of improving linkages between national sport organizations, municipal-level sport clubs, schools and recreational organizations is that it would lead to more consistent quality programming.

Other benefits that were identified in small group discussion include:

- More access to information on coaching and officiating programs.
- Better linkages with schools will provide the opportunity to influence the school curriculum in physical and health education.
- A bigger pool of participants to draw from.

In the report-back to plenary, the group agreed that the key challenge to improving linkages between these stakeholders is to find a way of demonstrating the value of creating and maintaining those linkages. Other challenges that were identified during the small group discussions include:

- Limited capacity to form and maintain these linkages.
- Organizations have different insurance programs.

### 5.3 Capacity

Participants were asked if their organizations have the human resource capacity to meet the challenges of the next decade. There was much disagreement in the group about whether or not organizations currently have the human resource capacity to meet these challenges but most agreed that they would not if funding levels remained the same throughout this period of time.

In the report-back to plenary, the group identified the following challenges related to capacity that organizations may encounter over the next decade:

- Insufficient levels of officials to meet the demand for competitions (partly because parents who would normally officiate are now staying involved in sports longer).
- The system is built on a volunteer governance model, which often presents challenges in terms of the recruitment, training and retention of good leaders.

Other challenges related to training, recruitment and retention that were discussed by some of the break out groups include:

- Providing incentives to attract volunteers.
- Providing professional development to ensure staff remain up to date in key areas of their work.
- Retaining participants.
- Insufficient number of coaches and lack of infrastructure to develop coaches at the sport development level.
- Loss of corporate knowledge related to a retiring workforce.
- Limited ability to identify and manage risk.
- Need to ensure sport governance models are reviewed to ensure eventual compatibility with the new Canada Not-for-Profit Corporations Act.

In addition, participants identified the following major issues with respect to the recruitment, training and retention of staff:

- Insufficient or absence of succession planning.
- Increasing demand for a more flexible work environment and schedule.
- Insufficient orientation programs and professional development opportunities.
- High staff turnover rate.
- Insufficient funds to pay competitive wages to skilled staff (e.g. coaching salaries are not high enough below the national team level).

The following major issues with respect to the recruitment, training and retention of volunteers were also identified:

- Absence of good training programs to keep volunteers interested and performing well.
- High turnover of volunteers.
- Volunteer fatigue.
- Inadequate recognition programs for volunteers.

Participants were asked to answer the following question: “Over the last decade your organization has increased its human resource capacity to meet the challenges that were identified in 2011. What do you have in place now that you didn’t in 2011?” Key messages that emerged from the report-back to plenary are listed below:

- Better facilities and infrastructure.
- Clear succession plans utilized on an ongoing basis.
- More trained and certified exercise physiologist who can assist with athlete monitoring and talent identification.

- New governance models adopted by sport organizations that complement the vision of the Canadian Sport Policy.

Other key messages that emerged from the small group discussions include:

- Better coordination within and between sports.
- Enhanced collaboration between stakeholders from the grassroots through to the PSO & NSO level.
- Good training programs for volunteers.
- Professionalism within the coaching ranks.
- Solid base of private funding.

## Closing Remarks

Allan Zimmerman thanked participants for their valuable input and made some brief closing remarks. He noted consultation reports will be made available online on the SIRC website. In addition, an online evaluation will be sent to participants to obtain their views on how the session went. He noted additional comments on the consultation process are welcome.

## Appendix A: Participants List

Name	Organization
Bentz, Lloyd	Alberta Tourism, Parks and Recreation
Calder, Maureen	Canadian Freestyle Ski Association
Cicoria, Nathan	Bobsleigh CANADA Skeleton
Cooper, Conan	Coaches of Canada
Daniels, Jeff	Calgary Sport Tourism Authority
De Fazio, Kirk	Special Olympics Alberta
Farstad, Tim	Canadian Luge Association
Gassewitz, Debra	SIRC
Henley, Carol	Biathlon Canada
Henwood, Dale	Canadian Sport Centre Calgary
Hermansen, Carol	Alberta Rowing/Rowing Canada
Hoerber, Larena	University of Regina
Holland Thomas	Cross Country Canada
Jarvis, Patrick	Canadian Paralympic Foundation
Jones Konihowski, Diane	KidSport Canada
Jones, Chris	Sport Matters Group
Le May Doan, Catriona	Canada Games Council
Legg, David	Canadian Paralympic Committee
MacDougal, Peter	Alberta Sailing
MacIntosh, Brian	Canadian Society for Exercise Physiology
Macintosh, Davin	Cross Country Canada
MacNaughton, Charlotte	Canadian Orienteering Federation
Morrice, Brent	Ski Jumping Canada
Moss, Ian	Canadian Olympic Committee
Mrak, Joel	Judo Alberta
Murumets, Kelly	ParticipACTION
Nickerson, Sean	Lifesaving Society
Pain, Jeff	Ski Jumping Canada
Read, Ken	Own the Podium
Rebel, Nancy	SIRC
Roberts, David	SIRC
Ryll, Rickie	Canadian Team Handball Federation

Name	Organization
Schott, Lisa	Synchro Canada
Schuett, Margie	Motivate Canada
Shouldice, Warren	Canadian Freestyle Ski Association
Squair, Leanne	Active Living Alliance for Canadians with Disabilities
Way, Richard	CS4L
Wilson, Don	Bobsleigh CANADA Skeleton



## Appendix B: Agenda

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### Canadian Sport Policy Renewal Consultation

Hosted by Sport Canada together with Sport Information Resource Centre (SIRC) and Sport Matters Group (SMG)

June 2011

Agenda

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#### Purpose

Obtain information on issues related to the content of the new policy

08:00 – 08:25	Arrival and Registration
08:30	Welcome and Opening Remarks
	Introductions and Review of the Agenda
	<b>Part I – Why Sport?</b>
	Health Break
	<b>Part II – High Performance Sport</b>
12:15 – 13:00	Lunch
13:00	<b>Part III – Sport Development Delivery System</b>
	Health Break
	<b>Part IV – Capacity, Human Resource and Sport System Linkages</b>
16:20 – 16:30	Wrap-up
16:30	Adjourn