

Canadian Sport Policy Renewal Consultation Report

June 2011



**Ministry of Health Promotion and Sport
Sport, Recreation and Community Programs Branch**

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Background and Context

The Canadian Sport Policy

Following an extensive 2-year consultation process, the Canadian Sport Policy was endorsed by federal, provincial and territorial Ministers responsible for sport, physical activity and recreation on April 6, 2002. The policy reflects the interests and concerns of 14 government jurisdictions, the Canadian sport community, and other organizations and agencies that influence and benefit from sport in Canada.

The policy is based on a broad definition of sport to ensure a wide range of activities are included and challenges all stakeholders to open sport to every segment of Canadian society. It seeks to involve all those who do not currently consider themselves a part of the sport community or the sport system, but have the potential and the desire to contribute.

The Canadian Sport Policy established a vision for Canada to have, by 2012, a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests and, for increasing numbers, to perform consistently and successfully at the highest competitive levels.

This vision is supported by four goal statements:

Enhanced Participation

A significantly higher proportion of Canadians from all segments of society are involved in quality sport activities at all levels and in all forms of participation.

Enhanced Excellence

The pool of talented athletes has expanded and Canadian athletes and teams are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

Enhanced Capacity

The essential components of an ethically based, athlete/participant-centred development system are in place and are continually modernized and strengthened as required.

Enhanced Interaction

The components of the sport system are more connected and coordinated as a result of the committed collaboration and communication amongst the stakeholders.

Above all, the policy seeks to improve the sport experience of all Canadians by helping to ensure the effective functioning and transparency of their sport system. The Canadian Sport Policy reflects a new approach to shared leadership and collaboration amongst all stakeholders to achieve the goals of enhanced participation, excellence, capacity and interaction in sport.

Review and Renewal Process

The Canadian Sport Policy was approved with a 10-year mandate and will expire in 2012. To determine if there was value and interest in developing a successor policy, federal, provincial and territorial governments conducted a review process in 2010. Following the release of an evaluation report in April 2010, focused consultations were conducted in each jurisdiction and a Renewal Workshop was held in October 2010. This review process found that the Canadian Sport Policy had made significant contributions to sport in Canada and should be renewed. It also concluded that the successor policy should be based on broad and extensive consultations.

In February 2011, Ministers responsible for sport, physical activity and recreation agreed to conduct a comprehensive consultation process to prepare for the renewal of the policy in 2012. Between April and June 2011, in-person consultations were led by governments in their respective jurisdictions and an e-survey was available on the Sport Information Resource Centre (SIRC) website. Both the in-person consultations and the e-survey were based on set questions that were developed by a working group of the Federal-Provincial/Territorial Sport Committee and used by all jurisdictions. The objectives of these consultations were to:

- Obtain information from Canadians in general as well as targeted populations on issues related to content of the new policy;
- Continue the process of engaging the sport community in the development of the new policy;
- Engage targeted non-sport sectors in the development of the new policy; and,
- Ensure that the input and feedback from the consultations is collected and considered in the development of the new policy.

Each jurisdiction was responsible for consulting with their respective stakeholders and communities to enrich the policy development process and inform the design of the successor policy.

Ontario's Consultation Approach

The consultation sessions were organized by the Ministry of Health Promotion and Sport (MHPS) to engage various provincial and community-level organizations in the Canadian Sport Policy Renewal process and discuss themes related to the content of the new policy.

Due to the size of Ontario, a regional consultation approach was adopted with in-person sessions held in eastern, central, south-western, north-eastern and north-western Ontario. The date and location of each session is listed in the table below. Approximately 150 people attended seven sessions across the province (see Appendix A for the Participant List). Information regarding the e-survey was also distributed to a wide variety of stakeholders.

Date	Location
May 5, 2011	Kingston
May 10, 2011	Toronto
June 2, 2011	North Bay
June 6, 2011	London
June 8, 2011	North York
June 13, 2011	Thunder Bay
June 15, 2011	Ottawa

With the assistance of Regional Advisors (from the Regional Services Branch in the Ministry of Citizenship and Immigration) and municipal recreation departments, invitee lists were created and included a wide-range of provincial and community-level organizations. Both sport and non-sport organizations were invited to attend the same consultation session in their respective region. Two sessions were offered in each community; an afternoon session for paid professional staff and an evening session for volunteer staff. Unfortunately, there was not enough demand from volunteer staff to warrant evening sessions and individuals that did express interest were encouraged to provide their input through the e-survey.

A separate session was held for Provincial Sport Organizations (PSOs) and Multi-Sport Organizations (MSOs) at the Sport Alliance of Ontario in North York. Presidents and Executive Directors of all recognized PSOs and MSOs were invited to attend. In a few cases where representatives were not located in the Greater Toronto Area, individuals attended community sessions were encouraged to provide any additional input related to sport development and high performance sport through the e-survey.

A select number of consultation questions were used due to time constraints and the type of organizations in attendance. Staff from MHPs facilitated the sessions with the support of regional staff. Each session was organized around four themes: participation, under-represented populations, system design and enablers and community-building (see Appendix B and C for the meeting agendas). All participants were encouraged to go to the SIRC website to access the e-survey, especially if time constraints limited discussion on some items.

Ontario also collaborated with the Public Policy Forum to organize a session in Ottawa, which focused on sport and community-building. To avoid duplication, the discussion from that session will be reflected in the report submitted by the Public Policy Forum and is not referenced here.

The comments included in this report reflect the views of participants, not necessarily the position of the Ministry or the Government of Ontario.

Consultation Themes

This section provides a summary of the themes discussed during the consultation sessions. Under each theme, contextual information is provided followed by the consultation questions and the key points that emerged during the sessions. Detailed notes from each session can be found in Appendix D-I.

Participation

Across all the regions, participants showed the most interest in the participation theme. Most of the time in each session was spent discussing participation and the challenges and successes in each community. There was general consensus that municipal and community-based organizations are the best situated to determine the implementation needs for their population. Also, greater support for volunteers – whether they are coaches, officials, administrators or board members – is required to increase participation and provide a quality sport experience.

When this theme was introduced, the facilitator noted it is important to learn more about the reasons why organizations promote participation in sport and how they are doing this in their community. To prompt further discussion during some sessions, participants were challenged to think about what they would do to increase participation if the Ministry provided the necessary resources.

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

- Promoting healthy lifestyle, physical fitness
- Encouraging life-long participation in sport
- Building leadership skills and transferable skills
- Providing role models and volunteer opportunities
- Developing athletes
- Building strong communities
- Teaching life skills/social development
- Keeping youth off the streets
- Developing life and social skills of youth
- Building communities and creating community pride
- Providing safe and proper training
- Generating economic benefits; revenue and lowering cost margins
- Maintaining and growing the sport
- Preventing/managing health conditions

Participants were asked to identify the challenges, issues and opportunities affecting their organization's efforts to promote and increase participation in sport. The following key points emerged:

Challenges

- Recruitment and retention of volunteers
- Need more quality programs available (currently have waitlists)
- Access and availability of facilities
- Increasing fees (insurance, facility access, association fees)
- Do not have the ability to communicate and promote programs in multiple languages
- Lack expertise and knowledge to support under-represented groups
- Lack of qualified coaches and officials
- Declining support for sport in the education system
- Negative media coverage and violence in sport
- Poor behaviour of parents and abuse of coaches/officials
- Some sports are no longer seasonal; forcing kids to specialize, limits the multi-sport experience
- Tension between participation and excellence (identifying priorities and allocating resources)
- Awareness of the Long-Term Athlete Development (LTAD) model is limited
- Changes in society are leading to increased screen time and a sedentary lifestyle
- Privacy policies are making it difficult to communicate effectively; not able to share contact information

Opportunities

- Use big events (e.g. Pan Am Games) to talk about sport, create legacies in communities, promote participation
- Youth engagement is necessary to create facilities and programs that meet their needs/interests
- Unstructured sport is underutilized
- Communities should be given the ability and resources to make decisions
- Hosting provincial and national championship has increased participation
- Clubs rely on parent volunteers and their participation is encouraged (e.g. offer discounted lessons while their child is also at the facility)
- Unstructured participation and multi-use facilities allow families to be active on their own time
- Mass media can help build awareness of a sport and increase participation
- Having coaches who focus on performance goals keeps kids engaged

Participants were asked to identify the strategies they have used to deal with the above challenges, issues and opportunities. The following key points emerged:

- Free programs or reduced fees for volunteers
- Providing training for volunteers
- Partnerships (access facilities, share equipment, helping with events, interaction between local clubs and elite athletes/teams)
- Community sport council
- Focus on the importance of 'play' instead of competition
- Provide funding for youth-led initiatives
- Developing knowledge-base (use blogs and online resources)
- Coordinate events/activities in the community to reduce overlap
- Supporting neighbourhood-based activities
- Developing a recruitment strategy
- Working with non-traditional sport groups to offer programs for under-represented groups
- Hosting events
- Program schedules and discounts
- Promote sports in schools
- Community-based facilities that are family friendly and multi-use
- Use peer leaders to promote sports and programs

Participants were asked to define a quality sport experience. The following key points emerged:

- Retention of participants
- Good coaches with expertise
- High Five approach (quality assurance program)
- Safe environment guided by standards, ethics and values
- Offers personal and skill development
- Stage appropriate experience
- Fun and active; not always about achievement (more play, less instruction)
- Well maintained facilities
- Athletic performance on and off the field
- Well organized club with trained staff/volunteers/coaches
- Welcoming and inclusive environment
- Healthy child development
- More practice and less competition

Participants were asked to identify current barriers to achieving a quality sport experience. The following key points emerged:

- Access to training for coaches and officials; high certification costs and limited availability outside city-centres
- Training techniques are always evolving; requires training to stay current
- Uneducated leadership
- Limited participant choices; can be difficult to find a development appropriate activity
- Too specialized; difficult to change/try new sports
- Language use marginalizes some groups and creates a negative environment
- Lack of media support for amateur sport
- Official and coach abuse by participants and parents
- Limited funding and budget cuts
- Unqualified coaches
- Increasing costs of facilities and insurance
- Sport is becoming too structured
- Not enough facilities

Under-represented Populations

There was no argument against the concept of targeting under-represented groups and most participants felt that it is necessary to ensure everyone has the opportunity to participate. Due to the regional consultation approach, the discussion regarding what groups should be targeted varied and reflected the local population. Similar to the participation theme, participants agreed that community-based organizations were best positioned to identify which groups should be targeted. Many organizations expressed the need for additional resources to successfully reach out to groups and support their participation.

When this theme was introduced, the facilitator noted that the current Canadian Sport Policy addresses under-represented groups but the evaluation of the policy found that no major gains were made in this area of implementation. Participants were asked to think about how important targeting is for their organizations and to share any successful initiatives with the group.

Participants were asked if efforts should be made to increase the participation of under-represented groups in sport and how groups should be identified. The following key points emerged:

- Strong support for increasing the participation of under-represented groups
- Everyone has a right to participate

- More needs to be done to increase the presence of under-represented groups in high performance sport
- Income level could be used to identify groups; characterizes many under-represented groups
- Organizations lack the knowledge and resources to target groups
- Coaches and volunteers need training to be aware of the special needs of participants from under-represented groups
- Decisions regarding targeted groups need to be made at the local level
- Not about identifying groups; focus needs to be on how to reach out to them
- Partnerships are important for reaching these groups and supporting their participation
- Accessibility legislation will improve facilities

System Design and Enablers

When discussing the sport system, several individuals (at almost all the sessions) outlined the need for a coordinating mechanism or body that brings organizations in the community together to discuss issues such as partnerships, joint community goals and provide support for a coordinated approach to activities. The system's reliance on volunteers and the need for additional support to train and retain them was also raised as a critical element to deliver programs and services. Availability and access to facilities was another important concern.

When this theme was introduced, participants were told that this theme was attempting to determine the strengths and weaknesses of the current delivery system. There was significant overlap in the issues raised during this theme and the participation theme.

Participants were asked to identify the resources (e.g. human, financial, equipment, facilities) that their organization needs to fully achieve its potential in delivering sport programs and services. The following key points emerged:

- Volunteers
- Quality programs
- Coaches
- Officials
- Access to facilities
- Increased support from PSOs
- Financial support for travel
- Opportunities to network and communicate with other organizations
- Support and clear direction from all levels of government

Participants were asked to identify some of the current limitations to delivering sport programs/services and what they have done to address them. The following key messages emerged:

Limitations

- Difficult to retain volunteers and find volunteers to sit on boards and make significant time commitments
- High insurance costs
- Lack the necessary resources to have qualified, paid staff
- Skill shortage as facility managers retire
- Clubs lack access to prime time slots in facilities, booked by municipality
- Participants need to have the necessary safety equipment (e.g. helmets)
- Ontario does not have proper facilities to host events
- Clubs are operating outside the system without being properly monitored
- Coaches and athletes from northern Ontario have high travel costs

Strategies

- Established a community sport council but it requires funding
- Provide incentives for volunteers
- Share facilities and equipment
- Provide training for volunteers
- Develop partnerships
- Developed risk management strategies
- Creating sport schools would help to develop athletes (current education system cannot be expected to do that)
- Own the Podium allowed local coaches to work with national coaches; gained valuable experience to bring back to the community
- Organizations in north-western Ontario are affiliating with Manitoba to reduce costs
- Depend on fundraising to support travel expenses (northern Ontario)

Participants were asked to identify the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations. The following key messages emerged:

- Allow organizations to share facilities, equipment, volunteers
- Knowledge-sharing between coaches and officials
- Supports implementation of LTAD model
- Assistance with governance issues
- Supports integrated athlete development and life-long participation
- Minimizes the duplication of services
- Supports shared administration services

- Increases the awareness of other programs in the community
- Supports after school programs
- Leadership development

Participants were asked to identify the challenges to improving these linkages. The following key points emerged:

- More funding needs to go directly to local groups instead of national/provincial organizations
- Different mandates and agendas
- Lack IT and communication infrastructure
- High-turnover of volunteers
- PSOs are not active enough at the community-level
- Need to build facilities that meet community needs and PSO specifications

Provincial sport organizations were given the following list of program and service areas that have been identified to assess Canada's sport development delivery system.

- a) Coaches and instructors
- b) Officials – referees, umpires, judges, etc
- c) Facilities and equipment
- d) School sport system
- e) Parasport development – inclusion/integration

Participants were asked to identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate. The following key points emerged:

- All areas are insufficient
- Lack adequate funding

Participants were asked to identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate. The following key points emerged:

- More resources are required for coaching, technical training is very expensive
- Need to build new facilities and improve access to existing ones
- Coaches and instructors are priority number, then facilities
- Need more support for officials; poor officials and official abuse can compromise investments made in coaching
- Parasport (only have small pockets of success)

- Facilities and equipment are an issue
- Other important elements are missing from this list:
 - Community recreation departments
 - Sport club system
 - Community sport councils
- Problematic to separate high performance and sport development system elements like this

Community-Building

The discussion on community-building did not result in any consensus on whether or not this should be included in the policy. Participants did agree that there is a strong link between sport and community-building. However, there were concerns about resource limitations and measurement challenges that caused participants to question where this might fit in the policy and how it may be implemented.

When this theme was introduced, the facilitator noted that there have been discussions about adding community-building as another goal in the policy. Participants were asked if they think there is a role for community-building in the new policy and if they think this approach will make the sport policy more inclusive.

Participants were asked if their organization promotes sport participation intentionally for community-building purposes or if they are primarily focussed on sport objectives.

The following key points emerged:

- Some organizations do this intentionally
- Community-building is a by-product of sport
- Community-building is part of the mandate/vision/goals of some organizations
- No need to add this as a fifth goal, fits well with enhanced interaction
- If this is added to the policy, it needs to be resourced (e.g. provide funding for a coordinator position or fund community sport councils)
- Community-building should not be a goal. It cannot be monitored and evaluated – set up for failure.
- Community-building should not be just another section added to a grant application form

Participants were asked to share the positive outcomes from their efforts. The following key points emerged:

- Development of youth
- Integration of new Canadians
- Developing leadership skills in communities

- Building capacity of volunteers

Participants were asked to identify the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives. The following key points emerged:

Benefits

- Potential to change the perception of sport
- Provides an avenue to pursue physical activity
- Demonstrates the importance of sport being a fundamental element in communities

Challenges

- Lack the means/mechanism to integrate activities
- Need to educate individuals and organizations on the needs of communities, under-represented groups; very time consuming
- Need clear roles, responsibilities and accountabilities
- Requires organizations to have a shared vision
- Mixed objectives of participants can be problematic; they can ruin the experience for one another

Other Comments

This section captures other comments that were made but did not necessarily relate to a specific theme.

- The policy has been great to align goals, achievements in high performance sport and participation
- Changing the charitable status for sport clubs could help organizations deliver programs and services.
- People are capped or cut from participation. They are a lot like the unemployed; they have the means and the social capital but lack the opportunity. Then there are a vast number of people that are unaware of the opportunities out there.
- There is a large focus on children/youth; not enough resources to meet the demand of adults and seniors
- The policy should be active for life, not sport. Physical activity includes unstructured activities and people often have a narrow definition of sport. Physical activity appeals to more people because they do not think of themselves as athletes.
- It would be nice to see a flexible program where sporting organizations, non-profits, and municipalities can tell government what they would like in their community instead of organizations try to fit within a program.
- The importance of sport and recreation is not well articulated. It is essential for the development of communities and individuals – more compelling reasons to support the sector (e.g. economic benefits, cost-saving for the health care system).
- Municipalities have a very good understanding of community needs and the resources required for sport and recreation. With the assistance of federal and provincial governments, municipalities construct quality sporting facilities and are then responsible for the operating costs. Municipalities are facing an unprecedented infrastructure gap. Communities can expect that registration and user fees will only get steeper, which creates a challenge for wide participation of youth in sport.
- The cost to access facilities is one of the largest challenges for clubs/organizations. Government could make sport more affordable by making facility rentals HST/GST exempt or refundable for not-for-profit organizations.
- Volunteers are pressed for time. If volunteers could have some way of getting an income tax credit similar to the registration credit, it would encourage more people to participate.

Conclusion

Thank you to all the participants for attending the sessions and providing valuable input for the renewal of the Canadian Sport Policy. Each session provided an opportunity to bring sport and non-sport organizations together to share their perspectives and discuss the challenges and opportunities in their community.

Although the purpose of this report is not to provide analysis, there are two key points that Ontario would like to highlight. Firstly, the sessions indicated that organizations in all regions of the province would like additional support for volunteers, who are an essential part of the sport system from the grassroots-level to high performance. In almost all the themes, participants raised the issue of volunteers and the need for recruitment, training and other support. Secondly, communities want to be involved in decisions regarding implementation of the participation goal. Participants recognized the knowledge and expertise of community-based organizations and felt that they are best positioned to identify local needs, determine what groups need to be targeted and make decisions that will encourage participation in sport.

These consultations marked the beginning of the Canadian Sport Policy renewal stage, which will continue until the new policy is presented to Ministers in 2012. The Canadian Sport Policy writing team, made up of staff from Sport Canada and provincial governments, will be reviewing all the consultation reports from sessions held across the country. Based on these reports, a discussion paper will be written to begin the development of the new policy.

A National Gathering will be held in November 2011 for government and non-government organizations to review the discussion paper and provide detailed input. The first draft of the new policy will then be prepared and the final consultation with stakeholders will take place during a policy validation process in January 2012. Finally, the new Policy will be presented to Ministers responsible for sport, physical activity and recreation at the Minister's Conference in April 2012.

Appendix A: Participant List

Huda Abbas	Multicultural Inter-Agency Group of Peel
Priuce Agbo	City of Toronto
Mina Alakkatusery	Toronto Community Foundation
Adam Ali	Toronto Sports Council
Reg Ash	Western Fair Sports Centre
Peggy Austen	United Way
Andrew Backer	Rugby Ontario
Rick Baker	Ottawa RA Centre
Sherry Ball	Talbot Teen Centre
Denis Bédard	Patro d'Ottawa
Meghan Bennison	Big Brothers Big Sisters of North Bay & District
Barb Besharat	The 519 Church Street Community Centre
Justin Bobb	Toronto Community Housing
Sharon Brodovsky	Heart and Stroke Foundation
Jack Brown	Toronto Sport Council / North York Baseball Assoc.
Mark Bruner	Nipissing University
Joanne Bryant	CanoeKayak Ontario
Eli Budd	Freestyle Skiing Ontario
Paul Burke	City of Thunder Bay
Mari Caravaggio	City of Toronto
Jeff Carmichael	City of Toronto / Toronto Sports Council
Nev Carson	Western Fair Sports Centre
Wendy Cathcart	Softball Ontario
Rozalia Cervenán	EODSA Special Projects Officer
Heather Chambers	Sport North Bay
Christen Chan	FITS Toronto
Lynda Charters	Ontario Wheelchair Sports Association
Patrick Cheechoo	First Nation
Leslie Coburn	City of Ottawa
Alicia Coffin	Boys and Girls Club of Kingston
Avis Collins	Netball Ontario
Anna May Cooke	Boler Mountain
Darrell Cox	City of Ottawa
Jim Crosscombe	Ontario Cycling Association
Mauro Cugini	Ontario Ball Hockey Association
Glenn Cundari	Canadian Professional Golf Association
Michael T. Cvitkovic	Ontario Basketball
Alan Dean	Ontario Lawn Bowls Association
Dave DeBenedictis	London Marconi Soccer
Daniel DePeuter	Thunder Bay District Health Unit
Ann Doggett	Field Hockey Ontario
Peter Donnelly	University of Toronto
Christine Dubois	Overbrook-Forbes Community Resource Centre
Mary Dwyer	Synchro Ontario
Margaret Emin	Sport4Ontario
Diane English	Parks and Recreation Ontario
Wally Farah	Ottawa Community Immigrant Services
Eileen Fauster	Wushu Ontario
Blaine Felix	City of Toronto

Justin Filder	Western Fair Sports Centre
Cheryl Finn	Tourism London
Mary Frances Carter	Association of Ontario Snowboarders
Sherry Funston	Squash Ontario
Tracy Gedies	Fanshawe College
Jeff Gruchy	Street Sport Working Group
Mac Gunter	OutSport Toronto
Monique Habbib	Boys and Girls Club of East Scarborough
Andrew Hall	Rugby Ontario
Dean Hay	Nipissing University
Dick Henderson	Northern Ontario Curling Association
Gloria Hendrick-Laliberte	Aboriginal Sport/ NAIG Games Athlete
Winston Holder	Netball Ontario
Jam Johnson	Neighbourhood Basketball
Sue Kennedy	Child and Youth Wellness Centre
Lisa Kikulis	Brock University
Bryan Kimber	North Bay YMCA
Sharon Kitlar	City of North Bay
Dragan Kljenak	Karate Ontario
Susan Knight	North Bay Youth Soccer Club
Kaitlyn Koning	City of St. Thomas
Allan Koyanagi	Judo Ontario
Igor Kozin	Kingston Tennis Club
Jody Kyle	YMCA Canada
Michael Ladouceur	Sudbury Sport Link
Marc Laliberte	Aboriginal Sport and Wellness Council of Ontario
Thomas Lam	FITS Toronto
David Langan	OutSport Toronto
Maureen Lapointe	Ottawa Public Health Unit
Moira Lassen	Canadian Association for Active Women
Christine Lefebvre	City of Cornwall
Don Lenihan	Public Policy Forum
Glenn Lethbridge	Ontario Sailing
Robert Lilbourne	City of St. Thomas
Caroline Livingston	City of Kingston
Christine Lyons	Greater Kingston Girls Hockey Association
Jeffery Malette	Cumberland-Orleans Community Resource Centre
Nicola Maule	Connection360, Sport Consulting
Jim McAuliffe	Nipissing University
David McCrindle	Sport Canada
James McLean	Public Policy Forum
Sue McMahan	London District Catholic School Board
Laura Meggs	Tourism Kingston
Ken Meiklejohn	Outsport Toronto
Andrew Moss	Moss Melien & Associates, Sport Consulting
Peter Nicols	CFPSA
Bernie Olanski	Forest City Diving Club / Dive Ontario
Barbara Olmstead	Nipissing University
Patricia Olugbala	Netball Ontario
Harold Parsons	Boys and Girls Club of Kingston
Lara Paterson	Kingston Health Unit
Trish Pecore	Laurentian Ski Hill
Kyle Pelly	Ontario Blind Sports Association

Rob Pereira	City of London
Janis Phillips	City of Ottawa
Daniel Pike	Nipissing Association for Disabled Youth
Wendy Porter	Gymnastics Ontario
Maurice Poulin	Thunder Bay BMX
Leonid Prediek	Antibes Rhythmic Gymnastics
Christine Preece	Middlesex-London Health Unit
Cory Quaresma	Tourism Kingston
Myron Rajashivam	Toronto Tamil Basketball Association
Ginger Richardson	G.R.Rhythmic Sportive Gymnastics of London
John Rider	Thunder Bay Sportsdome / Soccer Northwest
Richard Rock	Phoenix Athletics
Dave Saad	North Bay YMCA
Karen Shalley	Kamview Jackrabbits Nordic Ski
Larry Sheppard	Canadore College
Ruth Simpson	Gymnastics Ontario
Dave Sora	Malvern Family Resource Centre
Deirdre Speers	Ottawa YMCA-YWCA
Sally Spencer	Youth Assisting Youth
Scott Stafford	City of London
Wendy St. Denis	Skate Ontario
Suzanne Sterling	Ontario Diabetes Association
Chris Stoney	Carleton University
Judy Sutcliffe	RowOntario
Bruce Taylor	Sport Canada
Braden Te Hiwi	University of Western Ontario
George Thomson	London Beefeater Football Club
Steve Tome	Thunder Bay District Health Unit / Boys & Girls Club
Deb Tully	LSSD Alpine / Nor Wester Alpine Club
Christina Yaremczuk	Swim Ontario
Peng Youlian	Tai Chi Assoc. / Thunder Bay Marital Arts Council
John Vadeika	Swim Ontario
Rolf Waffler	Minor Football, Alpine Ski Coach & Official
Randy Wepruk	Ontario Diabetes Association
Linda Whitfied	Sport Kingston
Patrick Wu	Wushu Ontario

Ministry of Health Promotion and Sport

Rick Beaver	Freeba Shahsamand
Melinda Campbell	John Sims
Jo-Ann Hutchison	Craig Stewart
Caroline Loiselle	Marlene Wright
Elaine Lynch	Russell Zavitz
Steve Sevor	

Appendix B: Agenda for Community Sessions

Agenda

Welcome and Introductions

Outline for the Session

Slide Presentation – Canadian Sport Policy Renewal Overview

Theme: Participation

1. What are the reasons for your organization's interest in promoting participation in sport? Prioritize the reasons.
2. What are the most important challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?
3. What strategies have you identified to deal with the above challenges/issues/opportunities?
4. How do you define a quality sport experience? (Prioritize if possible.)
5. What barriers currently exist?

Break

Theme: Under-represented Populations

6. Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?
7. If yes, how should the groups be identified?

Theme: System Design and Enablers

8. What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?
9. What are some of the current limitations?
10. What can you do about them or what have you done about them?
11. What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations?
12. What are the challenges to improving these linkages?

Theme: Community-Building

13. Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives?

- a. If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?
- b. Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?
- c. What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Wrap-up

Appendix C: Agenda for Provincial Sport Organizations

Agenda

June 8, 2011
11:00 a.m. – 2:00 p.m.

Sport Alliance of Ontario
Boardroom 3/4
3 Concord Gate
North York, ON

Welcome and Introductions

Outline for the Session

Slide Presentation – Canadian Sport Policy Renewal Overview

Theme: Participation

1. What are the reasons for your organization's interest in promoting participation in sport?
2. What are the most important challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?
3. What strategies have you identified to deal with the above challenges/issues/opportunities?
4. How do you define a quality sport experience? What barriers currently exist?

Lunch

Theme: Under-represented Populations

5. Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?
6. If yes, how should the groups be identified?

Theme: System Design and Enablers

Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system.

- f) Coaches and instructors
- g) Officials – referees, umpires, judges, etc

- h) Facilities and equipment
 - i) School sport system
 - j) Parasport development – inclusion/integration
7. Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?
 8. Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?

Theme: Community-Building

9. Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives? [Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]
 - a. If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?
 - b. Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?
 - c. What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Wrap-up

Appendix D: Session Notes – Kingston

Kingston Session

May 5, 2011 1 – 4 PM

INVISTA Centre

1350 Gardiners Road Kingston, ON

Included participants from:

- Municipal Organizations
- Community Sport Organizations
- Community Recreation Organizations

Theme: Participation

Question #1: What are the reasons for your organization's interest in promoting participation in sport?

Municipal Organizations

- Wellness, health, inclusion for the general population
- Developing leadership skills of youth
- Sport development legacies; more people participating means more pressure to host events

Community Sport Organizations

- Promote the participation of elite-level sport, support the sport system, athletes, coaches. Making the sport strong and accessible. Athletes are #1.
- Giving girls the opportunity to play hockey. To establish a base level of grassroots participants

Community Recreation Organizations

- Prevention strategy –drug abuse, alcohol
- Self esteem, participation Social well being, building better community

Question #2: What are the challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

Community Sport Organizations

- Volunteers, volunteers, volunteers –challenges with both recruitment and retention
- Having meaningful and quality programs available
- Competition between competitive and house leagues
- Capacity to bring kids into programs; have waiting lists for programs
- After an Olympics there is a huge 1-year bump in participation; need to be ready.
- Lack of coaches and officials
- Facility availability; have the capacity to run programs but not enough ice time
- No support from the PSOs to assist clubs with participation (both LTAD model, funding, guidance, etc.)

Community Recreation Organizations

- Kids in organized sports are also on school teams, which take up gym space. This creates a facility usage problem for those kids who don't normally get to participate in sport.
- Facilities – access and availability

Question #3: What strategies have you identified to deal with the above challenges/issues/opportunities?

Municipal Organizations

- Allow high school students to register for aquatics courses free of charge if they volunteer

Community Sport Organizations

- Network to share facilities and equipment
- Consistency in training of volunteers has a long-term effect on participation
- Partnerships – Canoe/kayak club, plus sailing assist with triathlon events
- Partnerships – Queen's University has hockey night with varsity team and local girls club
- Volunteers – appeal to membership to take on various tasks with the club (e.g. building a new change facility, painting courts, etc.)
- Having elite side of sport come and expose the youth and junior coaches – parents and kids can see where the kids can go in the sport

Community Recreation Organizations

- Partnerships – Boys and Girls Clubs plus YMCA with School Board
- Acknowledge your focus and then work on it. Regardless of partnerships, there is a lack of facilities.

Question #4: How do you define a quality sport experience?

Community Sport Organizations

- If the kids want to do it again
- Safe
- Something that allows for the kids to see development – whether it is as an athlete or as a person
- Fair
- LTAD
- High Five
- Ethics, values

Community Recreation Organizations

- High Five approach

Question #5: What barriers currently exist?

Community Sport Organizations

- Coaching certification costs
- Availability of sport specific NCCP certification courses in small cities
- Officials training also difficult to find and have available locally without driving to Toronto
- Training techniques change often within a sport, so without constant certification of coaches, you can't keep up with the newest, safest and most effective coaching

Theme: Under-represented Populations

CONTEXT: Comments on this theme were limited. Interpreted "under-represented groups" as visible minorities and participants were prompted to think about other groups, such as low-income.

Question #6: Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?

Community Sport Organizations

- Yes, donate free memberships to disadvantaged youth

Community Recreation Organizations

- Yes, but the under-represented kids in Kingston are those that cannot afford it or do not have the ability to be on a club or school team. Needs to be a policy change to allow for school access to those not on school teams after school.
- Also target adults and seniors

Question #7: If yes, how should the groups be identified?

- Could be identified based on income level

Theme: System Design and Enablers

CONTEXT: These questions were not addressed in detail. Many of the issues were covered during the discussion regarding participation. Question 8 and 9 are similar/related and were answered together. Question 10 is similar to Question 3.

Question #8: What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?

Question #9: What are some of the current limitations?

Community Sport Organizations

- Volunteers
- Quality programs available

- Coaches and officials
- Facility availability
- Increased support from PSOs

Community Recreation Organizations

- Facility access

Question #10: What can you do about them or what have you done about them?

Municipal Organizations

- Provided incentives for volunteers

Community Sport Organizations

- Share facilities and equipment
- Provide training for volunteers
- Partnerships

Community Recreation Organizations

- Developed partnerships with the school board

Question #11: What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments /organizations?

- Partnerships allow organizations to share facilities, equipment, volunteers, etc.
- Access to facilities
- Supports knowledge-sharing between coaches
- PSOs can help support clubs implement the LTAD model

Question #12: What are the challenges to improving these linkages?

Community Sport Organizations

- Sharing of sport technical skills (coaching, officiating)
- Facilities
- Sharing of volunteers
- Having good support helps with governance issues
- At the elite level – good linkages are key with respect to developing athletes
- Provincial organizations assist in guidance with policies and programs
- Changed to a strategic board, build a strategic framework. Be consistent with long term plans and have long term partners.

Community Recreation Organizations

- Linkages help to promote the continuation of the sport experience throughout someone's life.
- Policy changes – example of after school facility availability
- Bussing after school – huge issue and would have a big impact

Theme: Community-Building

CONTEXT: Questions 14-16 were not addressed in detail. Answering Question 13 led to a general discussion related to this theme.

Question #13: Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives? [Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]

Question #14: If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?

Question #15: Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?

Question #16: What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Community Sport Organizations

- Yes, we are very intentional about this.
- We focus on the fun factor.
- We do sport for our volunteers.
- Yes, we do it to develop youth. Also new Canadians can integrate.
- One of the challenges in partnering with non-sport groups is the lack of facilities.

Community Recreation Organizations

- Another name on an application is not what we are trying to do here.

General Discussion:

Community Sport Organizations

- The policy has been great to align goals. We got a lot further on participation and elite sport through the policy.
- Changing the charitable status of sport clubs could help organizations deliver on their mandates

Appendix E: Session Notes – Toronto

Toronto Community Session
May 10, 2011 1 – 4 PM
Wellesley Community Centre
495 Sherbourne Street Toronto, ON

Included representatives from:

- Municipal Organizations
- Community Sport Organizations
- Community Recreation Organizations
- Education Organizations
- Health Organizations
- Under-represented Groups

Theme: Participation

Question #1: What are the reasons for your organization's interest in promoting participation in sport?

Municipal Organizations

- It gives people an opportunity to connect with their community but only if they are aware of the opportunity.
- There is a moral imperative due to the physical, mental health, social and environmental benefits. Various groups need to be engaged but it is beyond individual groups. We need to collaborate to lead healthier lifestyles.
- Participation develops transferable skills that go beyond sport.

Community Sport Organizations

- Immigrants are disconnected from their community and home country. Participation provides the opportunity to set role models through sport, build leadership skills as well as athletes. You can be a leader even if you are not the best athlete. It is about developing athletes and leaders.
- Support participation due to its benefits (healthy lifestyle) but there are systemic/structural problems.

Community Recreation Organizations

- Youth and sport participation are always integrated.

Health Organizations

- Physical activity allows people to express themselves, gives some people a break from their difficult home situation and promotes a healthy lifestyle, if they have the option to participate.

Under-represented Groups

- The community needs activities that speak to cultural competition and cultural needs. Engaging low-income groups is also important.
- Sport leads to a healthy lifestyle. Unfortunately some youth may not be involved due to discrimination and there is an opportunity to engage them.
- Participation leads to socialization.
- We want to make physical activity more accessible. Participation provides the opportunity develop role models and provides volunteer opportunities. But the lack of access for all is a concern.
- Our mission statement includes healthy living. Participation is part of that.
- Cultivating potential elite athletes requires a large pool but for someone to reach that level is rare. The process requires community to support it.

Question #2: What are the challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

Municipal Organizations

- The policy articulates goals but does not provide the resources for change.
- The "jurisdictional excuse" is used to not support participation. Both can be done (excellence and participation).
- It is a challenge to determine the priorities of a neighbourhood because they are always changing.
- Resources need to be used in a collaborative way. Policy-level collaboration is not happening across government – ministries with a stake/interest in this are not collaborating. Community collaboration is lacking as well. Various communities are not connected to the city.
- Challenge in the messaging and when priorities are being addressed, physical activity is not included. The messaging around sport is so rigid and it is difficult to engage people. It is an easier sell without the term "sport" – active lifestyle appeals to more people because the definition of sport can be very narrow.
- The perception of sport is that it is exclusive and competitive. Sport is neutral until it is experienced and some people have a negative experience. Needs to be more positive and articulated more broadly.
- Communication is so important. In Toronto, we only service 6% of the population and it likely the people that know the process. It is difficult for new comers and we can do much better to serve them by integrating services -- employment, language and other core services they are using. We also need more resources to make more programs available. So, there are two things – communication and funding.
- More equitable participation is needed. The cost of certification is a barrier for some people. Also, there is no presence in some communities. Leadership development is also a challenge.
- There are systemic issues because clubs are operating outside the system.
- There needs to be more integration across ministries – education, municipal affairs and housing, transportation, health promotion, children and youth services – to leverage the available funding. Engaging the private sector and fostering local partnerships can create opportunities. The partnership approach to funding used by MHPS is going in the right direction.

- Big events need to be celebrated but we need to find ways to connect communities to the event. Events create the opportunity to talk about sport and create legacies in communities.

Community Sport Organizations

- Collaboration is great but individual agendas stop organization from working together.
- There is also a burden on volunteers and they come and go due to personal circumstances. Need paid leaders.

Community Recreation Organizations

- The demand for participation and sport is really high. Programs have to be capped. Just not enough resources and access to facilities.
- People need to be included in the process for issues to be identified. This also builds capacity within the community. Youth engagement is important. Need to keep coaches and trainers in the community. And the community needs to be able to provide input into the facilities they will be using for them to be successful.

Education Organizations

- The goals of participation and capacity failed. Good interaction and excellence has really benefited from the policy but there is more to do.
- Having a large pool of participants is no longer necessary to support high performance due to early talent ID. The concentration of resources on the few, which has been done over the last 30 years or so, starves the bottom.
- People are cut or capped from participation. They are a lot like the unemployed... they have the means and the social capital but lack the opportunity. Then there are a vast number that are unaware of the opportunities out there. MHPS should partner with education, justice and health to bring together shared interests. Also, look at the investments in smoking (tobacco control, prevention and cessation) – it is far greater than participation.
- Big events need to be more than 2-week things. Need to find a way to engage youth and encourage long-term participation in sport. Organizations need to be prepared to deal with the increased interest in sport following events. Failed to meet the increased demand in the past.

Health Organizations

- The language of participation excludes some groups. Active healthy lives vs. sport and athletes. A lot of people are active but do not see themselves as athletes.
- Limited infrastructure is a challenge. The demand cannot be met. It is more than an access issue. More facilities are needed.
- Board development is a challenge. It is difficult due to high turn-over and limited capacity.
- Need to ask if people are prepared for success. Coaches need to be educated to develop physical literacy and create a high quality experience. There are gaps in entry points to teach physical literacy.
- There are multiple challenges and the ability of others to influence varies. It is not both (excellence and participation) but it should be. A reprioritization of

goals/objectives is needed. Unstructured sport is underutilized and there is opportunity to expand upon.

Under-represented Groups

- Education and advocacy needs to start when people are younger to promote a non-silo vision of sport to make it more inclusive (referring to gender issues). Facilities are also an issue because they do not meet people's needs (e.g. transgender change rooms, private change rooms).
- We ran a program that was funded by the Ministry. It was about women's health... exercise, health education, chronic disease prevention. It's a great program but it needs stable funding.
- Sport is the largest volunteer sector. We cannot forget that. Volunteers are needed to support participation.
- Participation has been used successfully to help with women's health issues; boxing program used to strength mental health.

Question #3: What strategies have you identified to deal with the above challenges/issues/opportunities?

Municipal Organizations

- Coordinating body at the community level (i.e. sport councils). Need to engage all the right ministries to resolve local problems. Sustainable funding is the issue. Should introduce per capita funding. Things need to be funded differently to create change.
- Focus on "play" and its importance.

Health Organizations

- Sport advocacy individuals. Youth-led initiative to identify facilities that address their barriers. This weekend event turned into a whole season and it only cost \$5,000. Building capacity and connecting networks needs to be more creative.
- Developing a knowledge base but question if it changes attitudes. There are lots of resources if you take the time to seek out the support. Use the internet and blogs to support coaches and share knowledge. Advocacy is different in every community and allows organizations to target local problems.
- Each audience needs different language to be engaged. Big investments are being made in sport in this region because of the Pan Am Games. The legacy of the games will be very important.
- Playing for Keeps is a social capital legacy initiative that is just getting started. There will sessions held across the GTA. All interested organizations sport or non-sport are welcome to attend.

Under-represented Groups

- Lead by example – sport organization being involved in the community. Important to be customer service orientated.
- Run a program but it needs more funding. Got support from the community and business to provide shirts and recruited parents to coach and volunteer.
- Big events are also an opportunity to stand up against high investments in high performance sport and advocate for more resources for participation.

Question #4: How do you define a quality sport experience?

Municipal Organizations

- Welcoming environment, development appropriate, safe place physically and emotionally. The High Five approach.
- Stage appropriate experience. Coaches need to acknowledge this and redirect people if necessary. This requires a network within the organization to help the participant find the best fit for them. It could be a different level or a different sport.
- The participant realizes the benefits of the experience, however they may define it.

Community Sport Organizations

- Well funded with a good reputation. The program is expanding through word of mouth and there is lots of talk about the program in the community. A lot of small things are coming together to support this – networks, its fun, special events.

Health Organizations

- Quality is impacted by coaching practices and their level of expertise. Great physical literacy enables better results – reduces injuries and leads to better transferable skills.

Question #5: What barriers currently exist?

Municipal Organizations

- There are supply and demand barriers. Lack of coordination within the system.
- Uneducated leadership is a barrier
- There are other marginalized groups. Toronto is a black hole for the Special Olympics.
- The sport system does not represent the diversity of the population.
- Most people have the experience where they need to fit into a specific window to develop a skill. There needs to be room for personal choice to develop in the process they wish. Most people don't see themselves as an athlete so they are turned off sport. Need more choices in sport to increase participation.
- An organization might have a great program but how it is advertised can be a barrier. Most marketing is done in English. Need to better target other groups and use more languages.
- Need to replicate the gaming experience to get them back into sport. Youth like gaming because they can easily find their challenge level. Accessible, quality sport experiences are necessary.

Health Organizations

- Becoming too specialized can be problematic because it makes it difficult to change sports. There needs to be more support for coaches to help individuals find the right sport.

Under-represented Groups

- Quality can be supported with mentorship opportunities for athletes and coaches from community groups.
- The school system is still dealing with homophobia and the language that is used, especially in sport settings, marginalizes the gay community. Youth struggling with

their identity will not go into sport because of the homophobic environment. Coaches need to challenge the language used.

- It is the same for gender issues.
- Video games that simulate sport are problematic. Youth are so connected to technology. Need to prevent youth from being sedentary.

Theme: Under-represented Populations

Question #6: Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?

Group was in agreement that under-represented groups should be targeted.

Municipal Organizations

- There is not a good base to develop high performance athletes from under-represented groups. Need to reach out to communities. Also different communities are interested in different sports – “traditional sports” changes by community.
- Of course we should target these groups. Everyone has a right to participate and we need to meet our obligations under the UN Charter.

Community Sport Organizations

- There are financial challenges that stop people from going out to find opportunities. Don't realize that some programs are free.

Under-represented Groups

- Yes – It brings the community together.
- There are barriers created by language and technical literacy. Need multiple methods to include different communities.

Question #7: If yes, how should the groups be identified?

Municipal Organizations

- Decisions need to be made at the local level. Should be embedded in the policy language. To get funding, a policy must be in place to service local groups.
- This is where local sport councils could be useful. Language is important. Do not have the knowledge base to support new comers. Local radio stations are one of the best ways to reach out to new comers.
- Groups are happy to be invited and be part of the discussion

Education Organizations

- Low-income characterizes many under-represented groups; way to identify

Health Organizations

- It is not how to identify but how to reach out to under-represented groups.

Theme: System Design and Enablers

CONTEXT: Running short on time. Most of the questions from this theme were addressed in the discussion regarding participation. Participants were asked if they had anything else to add for questions 8-12.

Question #8: What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?

Question #9: What are some of the current limitations?

Question #10: What can you do about them or what have you done about them?

Municipal Organizations

- Risk management for municipalities
- PSOs use insurance as a hook. PSOs are asked to do too much – should look at narrowing their role and adjusting funding requirements.

Under-represented Groups

- Insurance is a big challenge. As a small group it is hard to get and it is expensive. Insurance companies also do not seem to know what they are insuring.

Question #11: What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments /organizations?

Question #12: What are the challenges to improving these linkages?

Theme: Community-Building

CONTEXT: Question 13 led to a general discussion related to this theme. Participants were asked to address Questions 14-16 where possible.

Question #13: Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives? [Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]

Municipal Organizations

- Community-building is a by-product. No need to add it as a goal. Fits well with collaboration.
- Put community-building into one of the principles. Make sure it is resourced (e.g. provide funding for a coordinator position). Invest in community sport councils. The sport system is made up of community groups.
- Need to think about doing something different. Investments in participation have resulted in decreased participation. No behavioural change.

- LTAD model cuts into stages. There are areas where sport does not have to do work where recreation can. Sport councils can support this with a governance model based on democratic participation. Reflects the principles of the government funding it.

Health Organizations

- Community-building should not be a goal. How can you evaluate and monitor it? You are set up for failure. Community of not always geographically based.
- The label of community-building might be problematic. Policy with no teeth. Its success will depend on where and how it is put in the policy.

Question #14: If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?

Municipal Organizations

- The work being done by the Toronto Sport Council in the Jane and Finch area is a good example. Developing leadership within that community.
- “In Sport In Life”. Partnership between athletes and the rainbow club. Positive conversation that sport can be a vehicle.
- Positive example with Goodlife Fitness hiring youth in the community to do outreach.

Question #15: Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?

Community Sport Organizations

- Including community-building could change the perception of sport.

Education Organizations

- Not sure it should be included. It can enable participation. Measurement challenges.

Question #16: What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Municipal Organizations

- The strongest advocates of the benefits of sport (e.g. social services, health and justice) aren’t involved.

Education Organizations

- People within the formal structure of sport are not the right people to increase participation. Do not realize that participation exists at different levels. The formal system lacks the capacity to sustain participation for those that are not focused on improving their skills.

Health Organizations

- Need clear roles, responsibilities, accountabilities and value-add. Need clarity and shared vision to benefit from partnerships. Cross-sector partnerships have barriers because organizations work differently.

Under-represented Groups

- Mix of objectives between participants. When you are running an organization you need to recognize that people are there to win or just to have fun. Can spoil the experience for one another.
- Can benefit from the knowledge of sport organizations. Developing leadership (coaching programs and leadership with sport organizations). Provides an avenue to pursue physical activity. Education is a challenge. A large part of my jobs is educating facility operators of the needs of the community group, which means a lot of extra work needs to be done just to access physical activity.

General Comments:

Municipal Organizations

- Communities have the expertise, should pretend otherwise.

Community Sport Organizations

- There is an opportunity to connect groups and better integrate but organization lack the means/mechanism to do so.

Under-represented Groups

- There is a large focus on children but seniors have a growing demand. There is little funding available for adults, which is problematic.

Appendix F: Session Notes – North Bay

North Bay Session

June 2, 2011 1 – 4 PM

Holiday Inn Express

1325 Seymour Street North Bay, ON

Included representatives from:

- Municipal Organizations
- Community Sport Organizations
- Community Recreation Organizations
- Education Organizations
- Under-represented Groups

Theme: Participation

Question #1: What are the reasons for your organization's interest in promoting participation in sport?

Municipal Organizations

- Healthy active living, community involvement
- Sport participation builds life-long learning

Community Sport Organizations

- Mandate of association to increase participation and to generate revenue
- Sustainability of organization
- Getting children active
- Building capacity and looking at developing long-term athletes

Community Recreation Organizations

- Social well being, building better community

Education Organizations

- Developing opportunities for children to have fun and breaking down barriers for participation
- Building leaders in community to foster health and wellness

Question #2: What are the challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

Municipal Organizations

- User fees on sporting organizations
- Less money available to provide facilities

- Parents have less disposable income and time so children do not have opportunity to play

Community Sport Organizations

- Lack of facilities and or quality facilities
- Misleading image of game regarding costs, and generally white collar sport
- Environmental challenges – ban of pesticide usage
- Taxes and increase in user fees
- Lack of volunteers
- Provincial and national association fees increasing and local groups not receiving anything in return
- No long term athlete development plan
- Lack of expertise and knowledge to assist sporting groups be inclusive (people with disabilities)
- Lack of qualified coaches and officials and opportunities for training

Community Recreation Organizations

- Individuals not understanding mandate of organization and or how to access services
- Transportation barriers

Education Organizations

- Lack of education system not supporting sports and recreation, not being involved
- Education system has captive audience, compulsory to participate before, where is it now in school system, etc.
- How much effort is put into how to maximizing sport in different communities – Should let communities choose

Under-represented Groups

- Sporting groups not having the resources/experience on how to be inclusive of people with disabilities
- Numbers of participants may not warrant the sport – sledge hockey for children and youth with special needs

Question #3: What strategies have you identified to deal with the above challenges/issues/opportunities?

Community Sport Organizations

- Trying to be respectful of other events – coordinating activities to not have overlapping events and or tryouts
- Developed an after school running club for free (program is available after school, no transportation needed, and volunteers run program so no cost)
- Geography – with planning and organizing kids program, look at developing teams per address creating neighbourhood programs (could assist with transportation issues.)
- Partnership with local schools, Can Skate – learn to skate program being offered as part of curriculum
- National Developed Golf Program – accepted into curriculum and being offered in 20 high schools across Canada – Pilot Project

- Local lobbying
- Developing a recruitment strategy

Education Organizations

- Working and partnering with other non-traditional groups to develop programs specifically targeting partnering organizations audience (ski program targeting children with disabilities)
- Needs to be legislative and or put more barriers to combat the lack of participation
- Utilizing staff expertise to assist with developing opportunities that can be barrier free (in-kind resources)

Question #4: How do you define a quality sport experience?

Municipal Organizations

- Fun – keeping active

Community Sport Organizations

- Having fun
- End of sport – an eagerness for participants to want to play again
- Quality – participants coming back
- Personal Development – positive influence, self worth

Community Recreation Organizations

- Social value to them

Question #5: What barriers currently exist?

Community Sport Organizations

- Media – lack of support
- Officials being abused by parents and or participants
- LTAD – coaches not looking at model – no skills and or experience

Education Organizations

- Lack of experienced coaching – need for professional development

Theme: Under-represented Populations

Question #6: Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?

Question #7: If yes, how should the groups be identified?

Community Sport Organizations

- First Nations – Aboriginals
- Immigrants – partnering with Jumpstart program
- People with disabilities
- Low Income

Educational Organizations

- Volunteers – males have lower participation

Theme: System Design and Enablers

CONTEXT: Running short on time. Questions 8-10 were addressed in the discussion regarding participation.

Question #8: What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?

Question #9: What are some of the current limitations?

Question #10: What can you do about them or what have you done about them?

Question #11: What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments /organizations?

Community Sport Organizations

- Elimination of service duplication and opportunity to partner to share and deliver similar sporting requirements i.e. – registration, administration needs, etc.
- Awareness of other programs being offered
- The need to have governments cut back funding to provincial and national associations and to actually give support to local groups (no benefits seen locally)

Community Recreation Organizations

- Ability to offer after school programs targeting low income neighbourhoods

Education Organization

- Community Leadership Program built into Nipissing program – win for all involved, community driven to give back to the sector but to also broaden experience for student and increase knowledge of actual issues facing sector

Question #12: What are the challenges to improving these linkages?

Municipal Organizations

- Everyone has their own mandate

Community Sport Organizations

- Communication – contact and methods of leaders, no tracking mechanism and or time, volunteers constantly changing
- Time associated
- Sport Council – modes works in some places but lack of financial resources
- All models are difference, impact on effectiveness

- Bingo Dollars – lottery laws not flexible and is no longer able to support the needs of the community

Theme: Community-Building

CONTEXT: Question 13 led to a general discussion related to this theme. Participants were asked to address Questions 14-16 where possible.

Question #13: Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives? [Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]

Question #14: If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?

Question #15: Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?

Question #16: What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Community Sport Organizations

- Already there, built into vision
- Food Bank Fundraiser – opportunity for participants to learn the need to give back to the community – part of sport sector, not intentional it is a given
- Sense of belonging, not just a sporting club
- Skate Canada – Skate for Cancer events in various communities
- Attributes and values of sport are actually the same and is demonstrated by giving back to a community and done automatically

Community Recreation Organizations

- Stronger Kids Campaign – family continuously growing and giving back
- Lifestyle of family – the need to live it

Education Organizations

- Demonstrates the importance of sport being a fundamental value of the community, built into
- The need to have sporting organizations contribute to better citizens
- May assist with overcoming some of the barriers that we have identified
- More common goal – better direction
- Need to not just look at sport but all; coaches, parents, grandparents, volunteers, throughout lifespan.

General Discussion:

If a Government Program existed for increasing participation, what would be the number one funding request?

Community Sport Organizations

- Training for officials and coaches
- Development of a community plan and identifying prioritize
- Retention of coaches
- Accessibility for children and youth to participate – barrier free – no cost, free programming and transportation
- Healthy Communities Fund currently available through MHPS is not user friendly and does not support community based programming needs
- Ability to develop programs for high risk children – increasing participation
- Costs associated in Northern Ontario to participate on a Rep Team – travel time associated with competitive events (4 hrs drive) and costs for parents

Municipal Organizations

Community Recreation Organizations

Education Organizations

- Money would be different for all involved, would like to see a flexible program available where sporting organizations, non-profits, and municipalities could tell government what they would like versus having organizations try to fit within a program

How does sector raise their profile and importance in system?

- The need for sector to lobby more
- How do we articulate sport and recreation as being essential elements so they resonate with everyone – more compelling reasons to support sector cause it cannot be ignored – Cost saving on health system
- The need to increase the awareness generally on why it is important – like having a cell phone
- Once that is created, government cannot say no cause you have critical mass
- We need a strategy and statements that is understood
- Education system needs to be on board and active
- Target messaging and make sure it relates to everyone
- Sector has no sense of community pride and or who has ownership on sector
- Sports need to be integrated for all

Other Comments:

Municipal Organization

- Municipalities have a very good understanding of community needs and the resources required for sport and recreation. With the assistance of federal and provincial governments, municipalities construct quality sporting facilities and are then responsible for the operating costs.

- Municipalities are facing an unprecedented infrastructure gap. Even with federal and provincial funding, there is an infrastructures investment deficit.
- Can expect registration and user fees will only get steeper, which creates a challenge for wide participation of youth in sport.

Appendix G: Session Notes – London

London Session

June 6, 2011 1 – 4 PM

Best Western Plus Lamplighter Inn and Conference Centre

591 Wellington Road South London, ON N6C 4R3

Included representatives from:

- Provincial Sport Organizations
- Municipal Organizations
- Community Sport Organizations
- Community Recreation Organizations
- Education Organizations

Theme: Participation

Question #1: What are the reasons for your organization's interest in promoting participation in sport?

Provincial Sport Organizations

- Want to increase participation in the sport and grow the base of athletes to support high performance.
- Interest grows at the recreational level when our excellence programs are successful. London can be a leader by looking at having a sport school.

Municipal Organizations

- Health and Fitness
- Grassroots development is required to support high performance sport.
- Results in strong communities; building relations. Non-registration based sports are very popular. Our parks are well used by cultural groups organizing activities

Community Sport Organizations

- Health and Fitness and to keep kids off the streets

Community Recreation Organizations

- Some kids have limited/no parent involvement; want to provide recreational activities to keep them off the streets, give them a chance to be involved and develop their life/social skills

Education Organizations

- Health, students more engaged; active kids are better learners
- Provide the graduates that run sport organizations and programs. There is high demand for the sport and health promotion programs across the province.

- Kids are becoming unhealthy. Crisis that kids will have shorter lives than their parents. Elite athletes are healthy, they aren't the concern. More attention needs to be on participation.

Question #2: What are the challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

Context: In addition to the consultation questions, participants were also asked about adult participation (comments had been only about children and youth), what they thought about a club-based vs. a school-based sport system and if they thought too much structure and competition was turning kids off of sport.

Municipal Organizations

- After hosting the national diving championships, participation increased
- Violence in sport is becoming an issue. With the media coverage, especially on concussions in hockey, parents are pulling kids out of sport.
- People are leaving sport due to negative experiences – because of the coach or the organization. We need to put in requirements for people to be properly trained (organizers and coaches)
- It comes down to cost and how to lower the cost to the end user. With insurance costs, DJ tariff, hydro rates increasing, the cost of running a facility has increased dramatically. The government should redirect money for health care to the community.
- Poor behaviour is an issue. Legislation is in place but staff/volunteers need to be aware of it and how to use it.
- If we get kids active youth, it stays with them as they become adults.
- Parents often put kids before themselves. They do not spend the time/resources on themselves. At the same time, they need to be role models for their kids.
- We do not have seasonal sport anymore. Kids have to pick a sport and specialize. They do not get the multi-sport experience, which is usually support by the school system. School vs. Club dynamic varies by community. I grew up in northern Ontario and everything originated in the school. School sport use to be more accessible but now it is just as expensive as clubs.
- Cost and time are key factors that impact adult participation.
- Seasonal sports do not exist anymore, which means kids are not playing a variety of sports like they used to.
- US schools go after athletes and have nice facilities to attract them, while we struggle to sustain our recreational facilities right now. We need a funding system that will work to improve the system.

Community Sport Organizations

- Club vs. school system. The club model is better; run like a business to get people to participate. If the programs are not fun, people will not come.
- Adult involvement. Clubs need parents. They are the volunteers that support competitions. To encourage their participation in the sport, the club offers parents lessons at the same time as their child at a discounted rate.

- Participation is falling and competition fees are increasing. Costly fees for facilities, insurance, each level of competition has a fee. Trying to promote sport through after school programs. People cannot afford the fees for organized sport
- Concerned that trained sport admin staff are replacing volunteers but the system does not have the resources to support their wages
- Parents are forcing kids to play sports they do not want to be playing.
- The cost of sport stops people from participating. Decreasing participation is hurting people's development (work ethic, life skills, etc). Tax payers have to pay for treatment of obesity problems but resources would be better spent on prevention by getting people involved and active in sport.
- Registration fees are not covering the full cost of offering sports. Organizations have to get creative to stretch resources.
- Violence against coaches and officials by parents is a big concern. Must recognize what is happening and make parents responsible for their behaviour.
- Need to give coaches/officials the tools to do their jobs safely.
- Costs of each child playing sports is so high that the family budget is strained. Need to address the cost issue to support greater participation.

Community Recreation Organizations

- Funding differences and sport schools in Quebec, US, etc. have caused athletes from Ontario moved for more support.
- Smaller communities are also at a disadvantage. People are not aware of the programs available in city centres. Also, coaching in smaller communities is not promoting sports with the right information. Parents do not know the difference between recreational and competitive tracks and they often find out too late that they cannot enter the competitive stream.
- The violent parents are putting kids off sport. Parents are difficult and can influence the positive/negative environment. Any organization dealing with youth will have issues with parents being too aggressive or questioning the decisions coaches make. They need crisis prevention support.
- Kids do not get to decide what sport they want to play; parents do. Competitive athletes can only do one sport and you have to start young. What do we want sport to achieve? HP – talent ID and really young athletes. If it is about developing champions, kids cannot decide.

Education Organizations

- We need to be careful about what we are asking of schools. For schools, the priority is on academics and sport is only a positive element. It is not about developing athletes. The system is not designed to add on sport. If you want to have schools develop athletes, we need to create new sport schools. Be careful with expectations of schools. The Ministry of Education sets out a very specific mandate. Sport schools would need a new mandate.
- The impact of media has been a big influence, especially all the coverage head injuries and hockey lately.
- Violence is impacting insurance rates and volunteer coaches. It is difficult for teachers to volunteer and has become too complicated to be unstructured. It is the whole litigation piece.

- It is difficult for teachers and volunteers to use the legislation in place. They usually just walk away because it just is not worth it.
- We have a sport identity crisis. What is sport and what do we want our kids to get from it? HP is very focused. Participation is about trying new sports. Need to make sure kids are in the right place and parents need to be aware of what the best environment is for their kids. The school system is about making sure that there is a place for everyone. The club system in a competitive environment. The identity of sport is different depending on where it is. The identity dictates the rules and expectations. We need to define what happens where to get people in the right sport.
- The school system has changed. Exposure to sports is limited and the focus is more on low-risk cooperative games.
- Tension between participation and excellence. It might be more useful is Sport Canada was more explicit in who does what and what they would like the sport system to be.
- Encountered challenges with a coaching style that focused on fun and being creative. It is a real adjustment for some parents.
- Difficult for parents to be active; just do not have the time. Unstructured participation allows families to be active on their own time.

Question #3: What strategies have you identified to deal with the above challenges/issues/opportunities?

Municipal Organizations

- Hosting. Economic impact assessments are done in communities. Hosting the summer games did a lot for the community. We now have a large group of volunteers that are highly trained to deal with athletes with disabilities to provide a quality experience
- Conference for female athletes called Jump that informs them about all the sport opportunities that are available to stay here in Ontario for university.
- Program schedules and discounts

Community Sport Organizations

- Introduced a program for new Canadians to try winter sport (provided transportation and equipment). This outreach program has been very successful to increase participation for various cultural groups. Because we're a charitable organization, the program is subsidized. We are also involved with Jumpstart and we are working with community centres to offer subsidized programs. School programs are also very important to promote the facility. We rely heavily on schools to reach participants in the region.
- Multi-use facilities are a hub of activity instead of spreading facilities throughout the municipality. Getting alternative sources of funding and fundraising (service clubs and sponsorship) but each community has a limited capacity because the same people are asked for resources over and over.
- Promote sport through the schools and promote the facility as a family environment. Try to offer subsidies and summer sports. Might add zip lines and other creative activities to keep kids busy in the community.

Education Organizations

- Community-based facilities that allow families to go at the same time and do what they want. The YMCA, for example. Park design is important to consider in this respect.
- At the school board, they follow a maximum participation philosophy. There's even a fishing team. Everyone can participate in all the events. The board has an agreement with the city to share facilities (helps reduce fees and allows for greater participation). Separate competitive opportunities are also available. There is differentiated instruction to meet the needs of every child.

Question #4: How do you define a quality sport experience?

Provincial Sport Organizations

- Participants/athletes enjoy it and then the definition may change. It might start out just being about fun but then fun can become about winning.

Municipal Organizations

- Ability for personal growth
- Safe facilities that are maintained

Community Sport Organizations

- Standards and athletic performance. Have to look at how athletes are off the field. You see it more with football players than in hockey. Players have a mutual respect for one another even if they are on opposing teams.

Education Organizations

- Starts with communication, organization of the club, the facility, trained coaches, uniforms.
- Inclusive. There's a spot for everyone who wants to play

Question #5: What barriers currently exist?

Municipal Organizations

- Funding
- Budget cuts hit facilities first.

Theme: Under-represented Populations

Question #6: Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?

Question #7: If yes, how should the groups be identified?

Municipal Organizations

- Hockey organizations need to get out in the 'New Canadian' community. New Canadians do not have the equipment and likely will not buy it just to try the sport.

- Partnerships. Sledge hockey is really growing. The military is using it as part of rehabilitation for injured soldiers. Facilities need to be upgraded to be accessible. Working with various partners to make it happen. Bringing events to the area promotes awareness of sport. Partnerships are key to servicing under-represented groups.
- Accessibility legislation will really help make facilities accessible. The mandatory requirements are changing how facilities are built and maintained.
- Aboriginal youth are under-represented in this area. Lack of opportunities.

Community Sport Organizations

- Local programs available to provide access to equipment
- The volunteer base needs to be big to support participants.

Education Organizations

- Sledge hockey equipment is available for kids with special needs. Training is also provided for Education Assistants to make sure they are comfortable. There are funding challenges.
- Awareness is a big piece. Do not know that programs exist. Exposure is key; groups with connections and knowledge need to take it back to their community.

Theme: System Design and Enablers

CONTEXT: Running short on time. Questions 8-9 were asked together. Question 10 was skipped and Questions 11-12 were asked together.

Question #8: What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?

Question #9: What are some of the current limitations?

Municipal Organizations

- There is going to be a skills shortage as facility managers retire. This needs to be addressed to ensure that safe facilities are maintained.

Community Sport Organizations

- Limitation on facility access. Time allocation is an issue. Lack of available prime time because the city books the majority of the prime time and it hurts clubs.

Community Recreation Organizations

- Difficult to engage some youth. Facilities need to be accessible to youth. The private facilities are often too expensive. Also need the necessary equipment to maintain safety (helmets)

Education Organizations

- Schools will soon have a requirement for helmets to be used (CSA approved). It would be great if facilities got grants to purchase helmets and have them on site. It would be one less barrier. Need to think about funding facilities to have the equipment.

Question #10: What can you do about them or what have you done about them?

Question #11: What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments /organizations?

Question #12: What are the challenges to improving these linkages?

Municipal Organizations

- Linkages are key; supports access to make better decisions for the community
- Starting to do the today – Making the connections. We need to look beyond our borders to make sure facilities exist in the region.
- If PSOs were more active in getting out what is required for facilities, it would go a long way. Need to build facilities that will be used by the community.

Community Sport Organizations

- Revamped communications with schools. Targeted to the teacher to make it easier to organize an outing.
- Building facilities that meet the needs/specs of PSOs and clubs.

Education Organizations

- PSOs advise on the safety for school boards
- Rugby. Want coaches to have specific qualifications but the training opportunity is not there. Need to have a better understanding about what is happening at the grassroots level that impacts the delivery of programs. Linkages are key and can be improved.

Theme: Community-Building

CONTEXT: Question 13 led to a general discussion related to this theme. Participants were asked to address Questions 14-16 where possible. Participants found it difficult to answer this question because sport can be defined in many different ways.

Question #13: Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives? [Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]

Question #14: If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?

Question #15: Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?

Question #16: What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Municipal Organizations

- Community-building is a by-product for local organizations
- Athletes represent their community
- Sport is part of developing. Sport means a lot of different things – sport, physical activity, fitness. This question is difficult to answer because there is many ways to define sport.
- Sport can attract people and business to the community
- In south London, there were some issues in a park and the neighbourhood wanted to take the park back. They organized a neighbourhood baseball league and were successful.
- Concerned with the grassroots participation and recreations

Education Organizations

- It is intentional for schools
- The policy should be “active for life” not sport. What is the objective of sport? What does sport mean? Physical activity includes unstructured activities. Sport needs to be defined
- In elementary school, teaching physical education with a focus on fundamentals that are used later in sports. Teach competence through games to prepare for sports.
- High performance sport does not just have sport objectives (economic, national pride). Unstructured/structured sport support community-building in their own way. The label is the issue.

Other Comments:

- The cost to access facilities is one of the largest challenges for clubs/organizations. Government could make sport more affordable by making facility rentals HST/GST exempt or refundable for not-for-profit organizations.
- Volunteers are also pressed for time. If volunteers could have some way of getting an income tax credit similar to the registrations credit, it would encourage more people to participate.

Appendix H: Session Notes – Provincial Sport Organizations

Toronto PSO/MSO Session
June 8, 2011 11 AM – 2 PM
Sport Alliance of Ontario
3 Concord Gate North York, ON

Included representatives from:

- Provincial Sport Organizations
- Multi-Sport Organizations

Theme: Participation

Question #1: What are the reasons for your organization's interest in promoting participation in sport?

- Integrated approach to athlete development; the better you are at the bottom, the better you are at the top
- Healthy lifestyle
- Give kids something positive to focus their energy on
- Safety and proper training
- Character building, leadership development
- Participation is the pipeline for future elite athletes
- Economical participation; with the more people and communities active in the sport there is less travelling and costs can be distributed
- Prevention of illness and health care savings
- Promote access to sport where kids did not have it before
- Community pride
- Participation drives funding and lowers cost margins
- Letting people know what they can do in their community
- Great for new Canadians to participate in cultural activities and try traditional Canadian sports
- Long-term health of organizations; athletes later become administrators
- Meeting people, keeping fit, introducing new sports
- Economic benefits and national pride
- Attracting under-represented groups and supporting competition
- Sport for all and all sports; service the growing and diverse population

Question #2: What are the challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

- Money
- Operating under LTAD model has been a challenge because it is difficult for those outside of sport to understand the model; awareness of parents is low

- Large amount of participants are operating outside the PSO; under the radar, clubs are operating without being monitored
- HR is an issue for most organizations; PSOs have no staff and cannot hire staff with the right skill set because wages are low
- Not enough volunteers
- Athletes continue to participate in sport instead of coaching or getting involved in the administration
- Getting the right people around the table to talk about sport is difficult; everyone is too busy. Trying to get community meetings going to link the local clubs more with PSOs.
- Everyone has their own funders to answer to; would be beneficial to work together
- Losing career coaches; need to have more opportunities to develop coaches, offer apprenticeship opportunities
- High-level coaches will be retiring and there will be a skills shortage
- Funding
- Facility access
- Large growing clubs cannot handle the demand (not enough coaches and equipment) while other clubs are suffering and need a community champion to start up and get going (huge financial burden).
- Privacy policy and communicating with community organizations is difficult. Need to have the IT infrastructure (database, communication network)
- There used to be more of a connection with schools and sports and using facilities. More difficult now.
- Sometimes the PSO does not have control over participants. For some sports, school are the major feeder.
- Huge opportunity to build the sport by being on TV; helps to build awareness of the sport and support greater interest and participation
- Ontario has greatly supported school facilities; at the municipal level, access fees are increasing
- Volunteers are less committed; don't have the time
- Amazing student athletes but they look for opportunities outside the province/US
- Facilities
- Risk management is a necessary burden; police checks take time to do, lack HR support to operate
- Communication with participants/parents
- Insurance costs
- Increased legislation is becoming a burden as well as the grant application process
- The national body is going in directions that hurt participation; need recreation clubs to support high performance
- Attracting people with disabilities and recruiting them; only pockets of success
- Some sports are underfunded for their potential medal outcome (based on the number of medals available, not past performance)
- Ontario does not have the adequate facilities to host events
- Elite athletes are getting all the money

Question #3: What strategies have you identified to deal with the above challenges/issues/opportunities?

- Media coverage influences participation. Need to get more mass media covering amateur sport. Need to get in front of people to get more participants.
- Need to do something different. Nothing has worked and people are not working together.
- Education has a lot to do with sport but the system is being overloaded. The education system and the sport system need to be aligned.
- Need to get kids active and then offer them choice to keep them active.
- Rely on municipal recreation departments and their facilities. Trying to do the right things (promoting the LTAD model, using certified coaches, etc) but people are operating outside the PSO to do it cheaper at a higher risk.
- Preparing for Pan Am Games. Need to train more coaches. NSOs are responsible and the PSOs are not at the table. Could really use the coaching support. It is a small financial investment in comparison to the infrastructure investment.
- Solve the capacity problems – HR and facilities.
- Need to work collaboratively
- Access to education facilities after school

Question #4: How do you define a quality sport experience? What barriers currently exist?

- Coaching; work hard to educate coaches but some kids are turned off by the coach
- Healthy child development
- More practice and less competition
- Measure quality with retention. It has to be a positive experience. Athletes stick with the sport into adulthood or become coaches.
- A positive experience, which is based on the following things: Need to connect with the participant, make them feel like they belong in the environment (welcoming/interact), teach them a skill (the participant is mastering something), fun and positive, opportunity for the participant to provide feedback.
- Attracting people to the sport. Bring in new young participants. Opportunities to look at performance in new ways.

Theme: Under-represented Populations

Question #5: Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?

- Yes
- Funding and language support is an issue
- What is the definition of under-represented group? The definition matters.
- It needs to be about equal opportunity, not forced equal participation
- Sport opens doors for children – showing them who and what they can be. Still need to break down barriers for females.

Question #6: If yes, how should the groups be identified?

- Varies by community and by sport
- The ministry could parallel what sport Canada has done for people with disabilities. Full integration with the support to do it. Similar approach could be done at the provincial level.
- Should reward organizations that increase the participation of under-represented groups
- Need to solve the integration-inclusion debate

Theme: System Design and Enablers

Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system.

Coaches and instructors

Officials – referees, umpires, judges, etc

Facilities and equipment

School sport system

Parasport development – inclusion/integration

Question #7: Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?

- All are insufficient
- Lack funding

Question #8: Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?

- Resources need to be targeted on coaching
- Facilities, access to roads, coaches and officials
- Coaching fees (technical training is very expensive)
- Coaches and instructors are priority number one but it is still not sufficient. Facilities is the next priority
- Officials; can have the best coaches but poor officials and official abuse can ruin everything
- What is the role of community recreation departments in sport development? Having a committed municipal recreation department makes a big difference.
- The sport club system is not included in this list and it should be
- Train community coaches and they can rise as far as they want. The national association sets standards for officials. Have enough facilities. Building connections with the school system. Some success and failure with parasport. No grassroots development for people with disabilities.
- Coaches, officials, parasport
- Facilities and equipment are an issue
- Development of coaches and officials

- Connection to NSOs
- Problematic to separate the high performance and sport development elements like this
- Community sport councils are not on the list
- Alignment of federal and provincial policies would help NSOs and PSOs align

Theme: Community-Building

CONTEXT: The first question generated a general discussion related to this theme. Definitions of sport and community-building were not clear to participants. Although participants felt sport and community-building could not be separated, there were very few examples of how this is done.

Question #9: Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives?

[Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]

Question #9a: If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?

Question #9b: Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?

Question #9c: What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

- Sport is community building; cannot separate the two
- Done intentionally by including youth representatives on the board
- Mandates
- Started community-based sailing school to offer a new sport to communities. Led to more clubs being developed in communities outside of city centres like Toronto.
- Concern over this as a 5th pillar; limited resources already
- There are partnerships with non-sport groups. Sport being used for rehabilitation and the treatment/prevention of injuries.
- True Sport initiative. Lots of people involved. Teaching values in the community and make sure people have positive experiences.
- Ontario Summer Games and other big events get the whole community involved; develop capacity
- Programs for people with mental disabilities
- Sport programs through municipalities and Girl Guides

Appendix I: Session Notes – Thunder Bay

Thunder Bay Session

June 13, 2011 1 – 4 PM

Victoria Inn

555 West Arthur Street Thunder Bay, ON P7E 5R5

Included representatives from:

- Municipal Organizations
- Community Sport Organizations
- Health Organizations
- Under-represented Groups

Theme: Participation

Question #1: What are the reasons for your organization's interest in promoting participation in sport?

Community Sport Organizations

- Economic generator; revenue, new facilities and resources
- Deliver programs to all ages. Safe activity that can target the interests/needs of participants.
- Promote physical fitness and life-long participation in sport. People benefit from the joy of participating, setting personal goals and dealing with success and failure.
- Promote life-long participation and a family environment. Life-long goals lead to long-term health.
- Numbers are low; just trying to survive.
- Increasing participation is necessary to maintain and grow the sport.
- Teaching life skills and promoting health are important. As an elite coach, the focus is not just on high performance sport. Have programs for parents to play.
- Lifelong participation; youth programming focuses more on social development in addition to sport
- Health but also business; money needs to be managed effectively to support the sport (programming, facilities, events)
- Focus depends on the age group. For youth, it is more about competition. For adults, it is about relaxing and making friends.
- Promoting a healthy lifestyle is a priority. It is part of our mandate and filters down.
- Health is assumed but not actively promoted.

Health Organizations

- Sport is not formally recognized for treating chronic disease. The motivation for individuals/organizations is often self-serving but it is an important way to manage one's health in the long-term.
- Encourage people to take up sport as a way to quit smoking. Push for tobacco free sport to support an overall healthy lifestyle.

Under-represented Groups

- Health is a top priority but Aboriginals have other issues too. Youth at risk – want to avoid kids falling into the justice system. Also dealing with high rates of diabetes and poverty. Servicing the far north has a lot of challenges. Introducing kids to sport is important to keep kids in school and off the street.
- Need to create an environment where all kids feel the same regardless of skin colour, physical ability, etc. Coaches need to support an inclusive environment. Kids should feel like they belong and feel like they are the same as everyone else.

Question #2: What are the challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

Municipal Organizations

- The nature of volunteers is changing. It is hard to get people to sit on boards. A lot of effort also has to go to fundraising to support travel.
- Thunder Bay is a bit of an island. On the business side, fundraising is really important to offset travel costs and sport organizations have to go up against professional fundraisers in the health community. It is very difficult. There is also a smaller pool of kids and more competition for activities (variety of sports and programs offered). Facilities are getting old and require upgrades/maintenance but there is no money.
- Thunder Bay gets invitations to host a variety of games but often does not want to host due to geography. The bulk of participants would have to fly and there is not enough money to cover travel subsidies. The funding model for the Ontario Games program doesn't work.

Community Sport Organizations

- Being a coach is challenging. You are a parent, counsellor and friend. 15-16 year olds is a difficult age group and kids start dropping out of sport. Coaches need to keep it fun and really keep these kids engaged.
- Marketing material is targeted to parents. Need to address the life cycle. People have different interests; it can't be one size fits all.
- Coaches face travel challenges. They have to fly into cities to take courses to maintain their credentials. The coach is really important to create a positive experience and need to be well trained.
- Provincial championships move and there is pressure to give up events because it is easier for athletes from the north to travel. However, hosting creates visibility and helps promote participation. There are negative long-term implications of selling off our hosting rights.
- The cost of insurance is devastating sport (both for athletes and hosting). Some programs have reached a breaking point.
- More organizations are now affiliated with Manitoba to get insurance; would not be able to afford it, if it was through Ontario.
- Travel to the US for competitions because it is closer. When there are competitions in the north, southern organizations want their travel to be subsidized. All the fundraising has to go to support travel. A lot of families just cannot afford it.

- Promoting difference sports to get new kids involved. In schools, it is the same people coaching; in the community, it is the same people volunteering. It is hard to get more coaches because of the cost of travel, certifications, time off work.
- The Olympic Games are the biggest barrier to participation. Countries are focused on medals at the expense of other community organizations (resource allocation).
- Own the Podium did have a trickle down effect. Coaches were able to go to work with the national coaches. Dollar-wise very little came back but the coaches brought back experiences to improve their clubs and their ability to host events. Need to look beyond money. Organizations do benefit.
- Money. If the sport is popular, the cost can be distributed.
- Thunder Bay athletes have done well to get on provincial teams but players have to go to southern Ontario to train. It's not affordable and some athletes eventually have to quit.
- Multi-sport games do wonders for participation numbers. It would be great to have the resources to do more.
- Coaches need to look at what they are teaching and promoting; focus on PBs, not medals. Performance goals are more important to keep kids engaged and provide a quality sport experience.

Health Organizations

- People with diabetes face institutional challenges. Even health care providers put limitations on people with chronic diseases. Those limitations then spread into the school system and the sport system.
- There is a lot that leads to a sedentary lifestyle but screen time is a dominant reason. There is an awareness program called Turn Off the Screens, now called No Screens week to encourage families to get out and be active. Society has changed and people interact face to face; youth aren't developing important social skills. Sports are a great way to teach social skills.
- Events have been hosted successfully in the area and there were positive spin-offs for communities (economic). However, the events are dependent on volunteer parents who give their time and money to make the event happen.

Question #3: What strategies have you identified to deal with the above challenges/issues/opportunities?

Municipal Organizations

- For hosting, there is more focus on national championships. Thunder Bay is better situated for national competitions rather than provincial.

Community Sport Organizations

- Partnered with the University of Minnesota to offer a 2-day camp with 267 participants.
- Money is always the challenge. Need to do something unique to bring people in. Need to let people know that you are in the community. Thunder Bay needs to connect internationally, not just with southern Ontario.
- The Nordic ski community does have the capacity. They can host, have a training centre, etc. but it is the participants who support the club. Unfortunately, no one comes out to watch.

- Carded athletes get points to go to competitions within Ontario but the closest races are in the US.

Health Organizations

- The use of peer leaders has been a successful strategy. They used to be employed but now they just volunteer.
- Use champions to promote activity in sport. Sharing the positives and the 'can do' attitude.

Under-represented Groups

- The world baseball championships were held here and regional clinics were organized. Aboriginal youth were invited to attend a 3-day clinic. The North American Indigenous Games are also important. If you no longer compete, participants come back and get involved in other ways.

Question #4: How do you define a quality sport experience? What barriers currently exist?

Community Sport Organizations

- Continued participation. The cost of facilities and insurance is huge and pushes up costs.
- Good coaches. The cost for qualifications is a barrier.
- Depends on the level. For elites, it is medals. For participants, it is about fun and winning medals/trophies is a bonus.
- Enjoyment and fun. It is not always about the achievement. It comes down to the coach who is the provider of the experience.
- It is the coaches that define a quality experience. You are a mentor, parent, role model and friend to the athletes. Having quality coaches leads to quality sport.
- Safe environment. Barriers are the cost of participating and the fact that sport is being organized to death (no longer about having fun).
- Excellence kills participation. There are limited facilities with limited access.
- Facilities need to be better maintained and available to the community.
- Insurance is a big barrier.

Health Organizations

- Some youth are getting hooked on chewing tobacco because they started playing a team sport (trend in hockey right now). Want to make sport a tobacco free environment. Approaching organizations to adopt a tobacco free sport policy, especially where there are young participants. This approach also impacts parents and spectators.
- Youth are stretched too thin and cannot do all these activities. Sport often has to go.

Under-represented Groups

- Access is the barrier. Programs are not available and if they are, coaches are not always qualified. It is not just about children and youth. Adults and elders need to recognize sport. There are many talented aboriginal hockey players but they do not know where to go to access the elite level – missing the link the competitive stream.

Theme: Under-represented Populations

Question #5: Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?

Question #6: If yes, how should the groups be identified?

Community Sport Organizations

- Worked with special Olympics but there were very few local athletes participating. There should be more promotion with in the community about the sport that are available.
- A few of our volunteers face barriers to participating in sport because of their diabetes (referenced school sport). Teachers are uninformed about the needs of people with diabetes and the risks/challenges of their condition.
- Not sure why a coach would have concerns about having someone with diabetes. Maybe you should host a training session for coaches to increase their awareness and knowledge (directed to representatives from the Ontario Diabetes Association).
- Schools have become so focused on risk management that they want to cancel programs. Should pay more attention to seniors. Exercise is so important for them. Also, providing opportunities for girls is important.

Theme: System Design and Enablers

CONTEXT: Running short on time. Questions 8-10 were asked together. Questions 11-12 were skipped.

Question #8: What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?

Question #9: What are some of the current limitations?

Question #10: What can you do about them or what have you done about them?

Fundraising capacity was a big concern for this group. It is required to offset travel costs for athletes and coaches.

Municipal Organizations

- Community sport councils would be helpful but require sustainable funding from the province.

Community Sport Organizations

- Opportunities to network; today is a good start.
- Family is an important institution. Need to push sport into the family and get everyone involved.
- All levels of government need to be at the forefront to push the health message for sport. A shift at the top (federal government) will filter down to the municipality.
- Should fund sport councils to make sport more accessible.

- Town hall meetings like this are important for change. Ministries (health, education, justice) need to be working together.
- There should be tax credits for volunteer coaches to provide some compensation.
- The sport sector needs to be better positioned. Capture the economic aspects of sport (hosting benefits) and the reduction of health care costs from life-long participation.

Under-represented Groups

- For Aboriginal participants, Ontario has very little resources for the size of its population. Sport is not just play. There is so much more to it and sport needs to be resourced properly.

Question #11: What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments /organizations?

Question #12: What are the challenges to improving these linkages?

Theme: Community-Building

CONTEXT: Running short on time. The first question generated a general discussion related to this theme.

Question #13: Do you promote sport participation intentionally for community-building purposes or are you primarily focussed on sport objectives?

[Note: Community-building is the pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion and conflict resolution.]

Question #14: If yes, please share the positive outcomes from your efforts. If not, is there a reason why your organization does not become involved in community-building?

Question #15: Partnerships between sport organizations and non-sport organizations can be a means to pursue non-sport objectives while accessing new audiences to increase sport participation. Is this your experience?

Question #16: What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives?

Community Sport Organizations

- Hosting events really help to build the community. Increases capacity of organizers and volunteers, which leads to more events. High school students are also doing their volunteer hours by helping with events.
- Hosting events also promotes Thunder Bay as a community.

Under-represented Groups

- Brings people together through sport. Sport often brings Aboriginal youth and their peers together.