

# SUMMARY REPORT

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## National Consultation on the Canadian Sport Policy Renewal

### **Sport Canada**

In collaboration with:

Sport Information Resource Centre

Sport Matters Group

Canadian Olympic Committee

Own the Podium

**National Consultation Workshop  
Ottawa, Ontario - June 23 2011**

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## Background and Context

### Background

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

This document is intended as a record of the points raised during the Canadian Sport Policy (CSP) Renewal National Consultation Workshop held on June 23 2011 at the Hilton Garden Inn in Ottawa, Ontario. The meeting was organized by Sport Canada, in conjunction with the Sport Information Resource Centre (SIRC), the Sport Matters Group (SMG), the Canadian Olympic Committee (COC) and Own the Podium (OTP) to:

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

Approximately 100 participants attended the national consultation workshop. The list of participants is available in Appendix A. The meeting Agenda can be found in Appendix B.

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

### Welcome and Opening Remarks

Dan Smith, Director of Policy & Planning at Sport Canada, welcomed participants to the workshop on behalf of Sport Canada and its partners, and thanked them for their attendance. He indicated that this was the final of four national consultation sessions that have been held across the country on the Canadian Sport Policy Renewal. These national consultations are complemented by similar consultations that are taking place in the provinces and territories for provincial sport organizations and local, municipal, and community organizations. Participants are encouraged to complete the e-survey that can be found on the SIRC website.

Martin Boileau, Director General for Sport Canada, introduced Minister of State for Sport, the Honourable Bal Gosal. Mr. Gosal made some introductory remarks. He indicated the renewal of the Canadian Sport Policy is coming up in 2012 and that this offered an opportunity to build on the success of Canada's performance at the 2010 Winter Olympic Games as well as to help address serious issues related to physical inactivity. The goal of these consultation sessions is to get stakeholder input on the renewed policy so that it reflects the views of all Canadians. In closing, he thanked participants for coming and indicated he looked forward to the richness of the discussions.

### Improving the Canadian Sport Policy

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

- Increase capacity of the policy to engage youth in sport at the early levels to realize the benefits of early engagement in all aspects of society, from health and fitness, to well being, community spirit and engagement.
- Use the CSP as a fundamental basis for strategic planning for CS4L so stakeholders are all using the same language.
- Reduce the barriers for sport engagement. Cut down the red tape, the bureaucracy and the number of forms to fill out to get access to facilities.

- Use CS4L terminology so that Canadians understand there a common vocabulary that is consistent amongst stakeholders.
- Ensure there is a physical education teacher in every elementary school in Canada.

Other suggestions that were made include:

- Clearly define the core values that should drive all aspects of Canadian sport.
- Develop consistent messaging and ensure the policy is widely understood.
- Focus on the participation pillar to increase the participation base in Canada. Engage youth and adults into sport and other physical activities more systematically. Focus on enabling all Canadians to participate in sport at all levels from grassroots programs to high level of competition. Improve participation opportunities for Canadians with a disability.
- Increase the participation of youth in non-traditional/mainstream sport to encourage the continued development of Canada's national teams in these sports.
- Ensure all Canadians have access to the sport of their choice.
- Promote the benefits of sport and physical activity through life on societal values and outcomes such as health, disease, social interaction, common good, community, child welfare and health. Recognize the essential role recreation plays in sport. Establish stronger linkages with health and wellness initiatives to present sport as a unified front.
- Demonstrate the value of sport to the education system to enhance sport delivery in schools.
- Improve the ability to measure the success of the policy. Set specific, measurable goals for international high performance.
- Increase the profile of sport in Canada to attract more partners to the table and get more Canadians to care about sport.
- Clearly define the roles and responsibilities of stakeholders, especially NSOs, COC, OTP, Sport Canada, CAC, and PSOs, using LTAD as a framework. There is too much overlap in mandates and systemic dysfunction that prevents success.
- Create more linkages and improve communication at all levels (federal, provincial, territorial, municipal) and with more fields (health, wellness, education). Ensure stronger links to the municipal/community level to ensure the policy is pan-Canadian and improve the depth of the impact via provincial and territorial agreement. Ensure that municipalities are consulted and committed to implementation.
- Encourage better integration between provincial and national bodies, schools systems, community and grass-roots organizations.
- Create better linkages between stakeholders in the athlete development pathway.
- Develop a national head injury prevention strategy and CSA standards for all sport helmets sold in Canada.
- Improve access to facilities and equipment.
- Provide support for coaches.
- Improve the capacity of smaller NSOs to deliver better sport programming to Canadians.
- Build greater opportunities for Canadian athletes to excel internationally by providing them with more services and resources.
- Integrate research into the policy process to ensure the policy is evidence-based.

## SECTION 1: Why Sport?

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

### 1.1 Promoting Participation in Sports

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

- Healthier sport leads to healthier Canadians living in healthier communities, from a social, cultural, emotional and physical standpoint.
- Increasing participation, talent identification and skills development.
- Creating community development opportunities.
- Increasing capacity in terms of facilities, coaches and officials.

### Challenges, Issues and Opportunities

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

- Decreased focus on physical literacy and education in the school system.
- The cost of sport participation continues to be a major challenge from the standpoint of equipment costs, user fees and facility access costs.
- Lack of visibility and awareness of specific sports and the value of sport.
- Lack of a cohesive strategy for engagement at the community level.
- Aging population and decreasing number of youth.
- Accessibility issues related to facilities use, cost of sport, geographical issues, athletes with disabilities and changing demographics in Canada.
- Lack of alignment in the vision and objectives of PSOs, NSOs, schools and other partners.
- Limited capacity related to volunteer base, staff, expertise and facilities.
- Disconnect between national and provincial policies.
- Jurisdictional issues.

### Strategies

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

- Implement web-based social media strategies.
- Establish and foster innovative partnerships with schools and municipalities.
- Make greater use of existing school facilities for physical activity and sport programs.
- Research the sport interests of newcomers to Canada.
- Focus on increasing participation and addressing the needs of aboriginal communities.
- Implement participant tracking programs to monitor progress.
- Re-align funding resources.
- Leverage role models to promote sport.
- Focus on peer to peer engagement.
- Invest in youth leadership development.

## 1.2 Defining a Quality Sport Experience

The group was asked to define a quality sport experience. Participants suggested the following elements of a definition:

- A comprehensive and sustainable support system that includes well trained coaches, sound programs and appropriate facilities.
- A values-based approach (based on True Sport values) within a positive, safe, welcoming and secure environment.
- An experience that is age-appropriate, accessible, enjoyable and challenging enough to engage participants throughout their entire life.

### Values

The following top values were identified by the group as values defining sport as practiced on the field of play in Canada:

- Enjoyable and fun.
- Meaningful participation.
- Fair play, ethical conduct and respect.
- Inclusion.
- Accessibility.
- Safety.
- Excellence.
- Achievement of personal goals.

### Current Barriers

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

- Lack of awareness of sport, the value of sport and the CS4L model (e.g. parents, new Canadians, participants, etc.).
- Shortage of quality leaders (e.g. coaches, officials, etc).
- Funding is inconsistent and random.
- Disconnect between stakeholders (lack of alignment and cohesion).
- Insufficient facilities and equipment.

## 1.3 Increasing Participation of Under-Represented Groups

Participants were asked whether efforts should be made to increase the participation of under-represented groups in sport. There was unanimous agreement that efforts should be made. The group agreed on the following key points:

- Sport participation should reflect the diversity of Canadian society.
- All Canadians should have the opportunity to enjoy the benefits of sport.
- Sport is a right not a privilege.
- Inclusivity in sport reduces overall cost to the health, education and judicial systems.
- More participants from diverse groups may be needed to sustain participation in certain sports.

The group suggested the following strategies to identify target groups:

- Develop a better understanding of who is not participating: collect data on the demographics of participation and use available statistical information (e.g. Statistics Canada and census data)
- Partner with national or municipal organizations who are already reaching under-represented groups (.e.g. Boys and Girls clubs)
- Identify barriers to participation and work with school system in this regard.

The group also noted that under-represented groups often face financial pressures. Promoting flexible programming may help address this barrier to participation.

## 1.4 Official Languages

Participants were asked whether their organization offered programs and services in both official languages. Although some larger organizations offered bilingual services, most smaller organizations did not. The group agreed that demand for bilingual services is not high enough to warrant services in both official languages throughout Canada. Existing challenges to offering programs and services in both official languages include:

- Lack of expertise in translating sport terminology.
- Insufficient funding and human resources for translation, especially for smaller organizations.
- Difficulties in translating time-sensitive information such as media releases and updates on social media channels.
- Volunteer-base may not be bilingual.

## 1.5 Community-Building and Non-Sport Objectives

Some see partnerships between sport organizations and non-sport organizations as a means to pursue community building/non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Participants were asked whether they saw merit in this. They identified the following benefits of partnering with such groups:

- Increasing participation in sport.
- Leadership development.
- Inclusion of all Canadians into community life.
- Community development.

They noted challenges that may arise include:

- Achieving consensus quickly. Although it takes time, once buy-in is established the benefits are multi-fold.
- There is a huge demand to provide this type of programming, but having the network, system and funding to support it is a huge challenge.
- Breaking barriers for participation of girls in sport.
- Dispelling myths around safety.
- Cultural and language barriers.

Some examples of organizations that use sport as a tool for community-building purposes include:

- The Jays Care Foundation has been empowering children and youth in need, inspiring them to make positive choices and helping them realize their dreams by providing access to programs that support physical activity, education, and life-skill development.
- The Canadian Association for Advancement of Women and Sport (CAAWS)'s national On the Move initiative is designed to increase the participation of inactive girls and young women in sport and physical activity.
- The True Sport Community Fund has partnered with the J.W. McConnell Family Foundation to use values-based sport as a tool to build community strengths and create thriving communities.

## SECTION 2: High Performance

### 2.1 Objectives

Participants were asked to identify what Canada's athlete performance objectives should be in high performance sport. The importance of goal-setting was highlighted by the group as it galvanizes the sport community. The group also agreed that the objectives should be inspirational and that podium finishes should be a key goal because they build national pride. In addition, they noted each sport should have its own objectives and intermediate targets to measure whether or not they are on track. They suggested athletes be involved in setting objectives. The need to define high performance was also highlighted. Some participants suggested defining it broadly as the "training to win" stage of the CS4L model.

The following objectives were suggested for Canada's athlete performance in high performance sport:

- Consistent podium performances (top 3) at the highest international competition level for each sport both within their sport (e.g. World Championships) and for their top major multisport games (e.g. Olympic/Paralympic Games, Pan/Parapan American Games, Commonwealth Games).
- The pursuit of excellence to the world level.
- A progressive high performance system that recognizes the need for coaches and athletes to « Learn to Win » as a pathway to the ultimate goal of Podium performance at World Championship and Major Games.
- Enable high performance athletes to achieve their personal best and medal at the highest level for each sport while respecting Canadian values.
- Win gold ethically while respecting health and safety.

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

- Greater access to facilities and equipment, particularly at the provincial and local levels.
- Better alignment of strategies at all levels to address gaps and reduce barriers.
- The professionalization of coaching, especially in schools. There needs to be standards in the system to provide greater accountability.
- Coaching development opportunities and a high level of coaching performance.
- Support for coaches, trainers, technical officials and other support staff.
- An environment that creates champions and excellence.
- A clear and effective pathway to success in terms of talent identification.
- An improved training environment through the creation of Canadian Sport Institutes.
- Research in innovation.
- Sport-specific objectives for Major Games and World Championships.
- A multi-tiered approach that would include funding resources for sports that may not necessarily belong to the Olympic Games.
- The development and implementation of the CS4L model across all sports. The challenge will be in the implementation of sport-specific LTAD models. In this context, it was stressed that each sport must have a solid and appropriate domestic competition system, and that there must be advocacy for the implementation of LTAD.
- Increased number of competitions hosted. Hosting policies have many beneficial impacts on the entire sport system – a variety of economic and social objectives can be achieved through hosting major games and competitions.
- Building on the legacy of facilities from hosting Major Games.

The following strategies were suggested to reach these objectives:

- Leverage the taxation system to support high performance (e.g. allow tax credits for coaches and athlete training needs etc.).
- Get municipalities on board by helping them to understand how they fit into the high performance system and the contributions that they can make (e.g. facilities sharing-agreements).
- Allocate more resources at the community-level to establish a greater participation base.



- Set performance objectives at each level, within each sport and each jurisdiction, that are aligned with national team goals.
- Strengthen linkages between entry-level sport and the high performance stream.
- Coordinate delivery at all levels so that specific roles and responsibilities are clearly assigned to avoid duplication of effort.
- Invest more in women’s sports.
- Engage kids into sports at a younger age.
- Support partnership development.
- Ensure a quality sport experience so that more athletes will stay in the system. Providing the appropriate technical support would contribute to this quality of experience.
- Integrate the private sector into the Canadian sport system to help address gaps in the support system.
- Ensure qualified coaches – not untrained volunteers – for the competitive stream.
- Incorporate talent identification at the entry level and at other points along the development pathway.
- Develop and strengthen the athlete development pathway so that support and opportunities are offered throughout.
- Engage athletes in sport through the early and late development age ranges to avoid late developer dropout.
- Reduce volunteer/leadership turnover and find ways to ensure knowledge and experience is passed on by those who leave.

## 2.2 High Performance Delivery System

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

1. Coaching and technical leadership.
2. Athlete talent identification, recruitment and development.
3. Integrated athlete development pathways.
4. Training and competition.
5. Organizational capacity and sustainability.

Areas in which programs/services are currently sufficient	Areas in which programs/services are currently insufficient
1. Hosting.	1. Coaches and technical leadership.
2. Facilities and equipment.	2. Organizational capacity & sustainability.
3. Sport science, sport medicine & technology.	3. Athlete talent identification, recruitment.

Participants recommended the following strategies to address areas in which programs and services are currently insufficient:

### Coaches and technical leadership:

- Re-examine the selection and training process for high performance Directors and Technical Directors.
- Offer mentorship opportunities. Work with top level coaching mentors and top international organizations to develop Canadian coaches, especially top female coaches.
- Address the challenges and barriers associated with competency-based NCCP certification: too much time required for entry-level coaches; too complicated for new coaches to understand and navigate through the new structure; approval processes are too long.
- Develop clear roles & responsibilities for coaches and volunteers at the club level.
- Offer more coaching opportunities and international experiences so that they can be the “best in class”.
- Invest proper funding to attract top level international coaches.
- Encourage delivery of NCCP courses in schools and encourage students who take the courses to give back by working as volunteer coaches or leaders in their school or community.
- Import talent from the international community to conduct coaching workshops

- Identify ways to engage athletes at the end of their playing career and encourage them to pursue coaching at the lower levels.
- Educate coaches on how to work with athletes with a disability.
- Develop better coaching education tools.
- Ensure more stability and predictability in coaching roles and positions to make it a more viable employment opportunity.
- Remove Sport Canada limits on funds that can be used for coach salaries.
- Hire more paid staff.
- Recruit, recognize and reward coaches and leaders.

#### **Organizational capacity and sustainability:**

- Ensure sustainable and multi-year funding for planning purposes.
- Maintain the right balance between paid staff and volunteers.
- Maintain a vibrant volunteer base.
- Create efficiencies in administration to free up resources for technical development.
- Share best practices.
- Improve overall organizational capacity in every facet of the organization.
- Provide training for Board members.
- Support more efficient and effective governance models.

#### **Athlete talent identification and recruitment:**

- Take a more collaborative approach with sports at the community level to identify and stream athletes.
- Allow physical education teachers to tap into the larger sport system if they have talented athletes.
- Make sure parents know where to go if they have a talented child.
- Ensure a better connected system to move athletes from the playground through to the podium.
- Ensure a consistent process across the nation for regional camps and talent identification (for areas outside of NSO jurisdiction).
- Be more connected with schools.

#### **Facilities and equipment:**

- Continue to stress the need for legacies related to the hosting of Major Games.
- Develop a better database of resources that are available in the community.
- Increase access to facilities and equipment, especially in schools.
- Ensure that each community has sufficient facilities for its population.
- One participant challenged the policy of rotating the Canada Games amongst provinces and territories.

#### **Sport Science, sport medicine and technology:**

- Ear mark NSSRC funds for sport research.
- Offer tax incentives for sport research.
- Identify how research for sport can benefit the broader Canadian society.
- Demonstrate how top-level sport research drives innovation in day to day products.

#### **Direct athlete support:**

- Increase AAP stipends to account for cost of living increases since 2004.
- Institute means testing within the AAP.
- Card fewer athletes.

## **2.3 Roles and Responsibilities**

Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. The group took the position that there is a need to better define the respective roles and responsibilities, with and between stakeholders at all levels, whether government or non-government, in order to maximize resources and to provide consistency from province to province so that all programs are delivered in the same way. The group noted there are some overlaps and inconsistencies within the

sport system that can be ironed out if the sport system is better aligned vertically and horizontally. They identified the following areas where this would be beneficial:

- Clarify roles and responsibilities of CSCs/CSIs.
- Align funding frameworks provincially and nationally to create stronger focus.
- Integrated athlete and coaching development pathways and talent identification.
- Integrated sport science teams in place at the provincial level.
- A merger/partnership of CAC and Coaches of Canada.

Participants were asked whether there is also a need to define the respective roles and responsibilities of other key non-government stakeholders with regard to high performance sport. The group noted that there are some gaps and overlaps that could be addressed by having a common plan and clarifying the roles and responsibilities of each stakeholder. They identified the following areas where clarifying roles and responsibilities would be beneficial:

- Although it is recognized that parents play a valuable role in the lives of athletes, parents have to respect the role of coaches and officials and not interfere with their work.
- The role of personal coaches needs to be aligned with that of the national coach. Both coaches need to agree to and understand the training and competition needs of the athlete, and they need to work in a cooperative, respectful and complementary manner.
- Sponsors need to be aware of and respectful of the athlete's seasonal plan so they are not making demands on the athlete in critical training or competitive cycles. There is a need to provide opportunities for the sponsor to get engaged in the sport with the athlete.
- Need to inform sport researchers on how they can contribute (i.e. identify technical challenges for them to solve).
- An athlete-centered model should be used, where sport scientists are part of an integrated team, with each member knowing their role and responsibilities and how they can contribute to the welfare of the athlete.
- There is an opportunity for partnership between NSOs, Canadian Interuniversity Sport (CIS) and Canadian Colleges Athletic Association (CCAA). Identify who is responsible for coordinating high performance facilities in universities and colleges.
- Clarify roles among facility owners (e.g. YMCAs, municipalities, private clubs) and sport organizations for such things such as access, scheduling, and support for training and competition.
- The group agreed that COC, OTP and SC appear to be working together more cohesively, and this is strong improvement from previous relationships.

## SECTION 3: Sport Development

### 3.1 Priorities for the sport development delivery system in Canada

In this voting exercise, participants were asked to identify priorities for Canada's sport development delivery system and identify areas in which programming is currently sufficient and insufficient. Although participants felt that all of the areas were important and that prioritization was difficult, the following top five priorities were identified for the sport development delivery system in Canada:

1. Coaches and instructors.
2. Organizational capacity.
3. Facilities and equipment.
4. Officials – referees, umpires, judges, etc.
5. Capitalizing on international events.

Areas in which programming is currently sufficient	Areas in which programming is currently insufficient
1. Equity policies.	1. School sport system.
2. Capitalizing on international events.	2. Coaches and instructors.
3. Facilities and equipment.	3. Organizational capacity.

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

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

##### School sport system:

- Develop sport programs for the school environment (e.g. Tennis Canada initiative).
- Align school sport system with provincial sport seasons, clubs, PSOs and NSOs.
- Set priorities for collaborative action to address common needs, goals and objectives.
- Ensure a coordinated approach across provinces and territories.
- Mandate the introduction of kids to sport at the elementary level to teach them sport fundamentals (CS4L and LTAD).
- Invest in community-school system (e.g. pilot project in BC where school credit is offered for participation on sports teams outside of the education system).

##### Coaches and instructors:

- Ensure more continuous professional development opportunities for coaches and officials.
- Create more paid positions for coaches.
- Recognize and promote the value of coaches.
- Establish mandatory coaching certification for all provinces and schools and a paid technical Head Coach to manage volunteer coaches.
- Increase the number of coaching degree programs available in universities.
- Ensure coaches are better prepared to work with different populations.

##### Organizational capacity:

- Invest more funds in the sport system.
- Focus on the recruitment and retention of staff for NSOs and MSOs.

##### Parasport:

- Raise awareness of existing Parasport opportunities and inform people on how to get involved.
- Build accessibility and inclusion into the sport system design.

- Find ways of engaging disabled athletes who want to pursue a high performance stream but are involved in sports that are not on the Paralympic/Parapan Am program.
- Improve equity policies.
- Integrate athletes with a disability directly into programming with able-bodied athletes.

### 3.2 Canadian Sport for Life

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

#### Current impact

Participants were asked to describe the current impact of the CS4L model. The group agreed the model has been revolutionary for the Canadian sport system as it has changed the philosophy and culture of many sport organizations. Many of these organizations are now increasingly focusing on growing the participation base in Canada as well as targeting athletes at the high performance level. In addition, it was noted the model has had good traction but has been impeded by lack of awareness, especially at the local level and as it relates to parents. Because of this, implementation of the model has been slow and sporadic across sport federations, clubs and regions. It was also noted that, to a degree, the model originally neglected to address issues related to women in sports and officials, but that this is currently being remedied. The group also identified the following current impacts of the CS4L model:

- Multi-sport organizations are using a common language and the same terminology.
- The model created a “buzz” and interest within the system.
- There is more of a focus on learning the game as opposed to playing the game. Multi-sport organizations are delivering programs at lower levels.
- Enabled sport organisations to review their programming and identify gaps.

Other impacts discussed in the breakout groups include:

- Organizational discussions are better focused as a result of CS4L.
- Common structure and guidelines for sport delivery is provided.
- Successful results from pilot projects in some sports.
- Alignment of the sport system.
- Parents are questioning programs that do not align with CS4L.
- The model is now part of the curriculum (e.g. university physical education programs).

#### Future impact

Participants were asked to describe the future impact the model may have on the sport system. In the plenary report-back, the group agreed that the model should result in greater participation numbers and improved retention rates. It should also result in a larger pool of better-prepared athletes capable of competing successfully at the international level. Other key future impacts of the CS4L model identified in plenary include:

- The model will help to improve engagement of the general public in sport and make it easier to “sell” the benefits of sport to society.
- Better quality sport experiences.
- Fewer disputes within the sport system.
- Engagement of education system into sport development process through CS4L.
- Extra justification for increasing the number of physical education positions in schools.
- More sustainable performances for athletes, as they will have more opportunity to realize the 10,000 hours required to achieve success at the highest level.

Other impacts that were identified in the breakout discussions include:

- Healthier Canadians.
- Opportunity for everyone to play at the appropriate level.
- More focused administrators.

- Better educated parents.
- Better and more responsive sport system.
- The model will help to achieve sport objectives.

### Current barriers

Participants were asked to identify existing barriers to the successful implementation of the CS4L model. In the plenary report-back, the group agreed it is a relatively new model that is essentially untested and that there is a need for a long-term plan for research and improvement. There was initially a big push-back from a number of organizations, but the model is gradually becoming more accepted. It was noted that effectively communicating the rationale and principle behind the change will hopefully reduce any end-user resistance, however, it will take time to validate the success of the model and secure complete buy-in. The main barriers identified in plenary include:

- Lack of knowledge and general awareness of key terms associated with CS4L.
- Limited resources for implementation at the grassroots level (PSOs often lack necessary capacity for full implementation).
- Club and institutional resistance to changing “old-school” approaches to training and competition structures.
- The school sport system has not bought into CS4L. Because each sport is at a different stage of implementation of the model, schools found buy-in too challenging and are opting to keep programs as they are.
- The absence of strong, effective communication strategies and tools to communicate with parents has resulted in challenges obtaining their buy-in.

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

- Lack of qualified coaches trained in CS4L.
- Bureaucracies of some organizations are cumbersome and impede implementation of the model.
- There are fragmented approaches to implementation: Provinces are generally behind in implementation and coaches are now stepping up on their own to try and implement the model. Some of the late-comers to adoption are so far behind they don’t want to bother.
- Differing disciplines within some sports add to the complexity of the problem.
- Human and financial resources in sport organizations are currently being strained to a maximum. It is difficult to find staff and resources to dedicate to CS4L implementation over and above existing responsibilities
- It is felt that the past incentives, support and facilitation were removed too soon.
- Insufficient resources to design and implement plans (e.g. travel to attend meetings, to hold training sessions, to develop and disseminate sport specific information/resources, etc.).
- Societal focus on specialization and success at a young age.
- Limited information-sharing between national and provincial sport organizations.
- The model is not reflected in the current Canadian Sport Policy.
- Competition between groups for participants instead of wanting youth to be active in any sport.
- Absence of knowledge transfer when trained coaches leave the community in order to advance professionally.

## SECTION 4: International Sport

### 4.1 Objectives

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

Participants were asked to reflect on what Canada's objectives should be at the international level. There was some disagreement in the group on what Canada's role should be internationally. Some felt that it would be more important to focus on domestic issues and engaging Canadians who are not currently participating in sport before focusing on international goals. They suggested that improving Canada's domestic sport system should be the priority because having a strong sport system at home would increase Canada's reputation and influence at the international level.

The group agreed that the advantage of being at the international table is that it provides an opportunity to promote Canadian values such as fair play and anti-doping. It also puts Canada in a position to influence sport development, rule changes, programs, competitive calendars, officiating and sport selection for multi-sport games. Some suggested that Canada could invest in providing technical expertise and educational resources to foreign countries without providing financial aid. The group recommended assessing Canada's interests in the international sporting landscape and then working consistently to achieve very specific objectives.

The following possible international objectives were suggested in plenary discussion:

- Encourage Canadian representation at the international sport federation level and increase Canadian involvement in governance of sport internationally to strengthen ability to influence change.
- Host international events.
- Promote Canadian values such as collaboration, gender equity, fair play, sport ethics and inclusion.
- Position Canada as a world leader in areas such as gender equity, anti-doping and athletes with disabilities.
- Provide leadership in promoting the LTAD model.
- Provide leadership in research and innovation in sport.

Other objectives suggested during the breakout group discussions include:

- Improve Canada's profile and reputation in the world-wide community.
- Canada should participate in areas where knowledge gained will be significant and meaningful for the Canadian sport system.
- Support strategic international exchanges with leading nations to strengthen Canada's technical knowledge (e.g. coaching, hosting, etc.).
- Build a better network among Canadians in international organizations so they can share knowledge and experience among themselves but also pass on their knowledge and experience to other Canadians.
- Contribute to international sport development efforts (e.g. sport for women and girls) and sport for development (e.g. Peres Soccer program for peace – Israel and Palestine).

### 4.2 Activities

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

- Recognize the value of sport and play for development objectives in policy and programs.
- Take a leadership role in introducing LTAD to other countries and international federations.
- Promote Canadians as leaders in the international sport community and encourage Canadian representation on international bodies (e.g. ISFs, Games organizations, etc.).
- Continue leadership activities in anti-doping, sport ethics, gender equity, people with disabilities, youth development, etc.
- Continue to take a leadership role in the promotion of Sport for Development and Peace (i.e. greater involvement in the United Nations Sport for Development and Peace International Working Group).

- Provide support to sport organizations that partner with developing nations to pursue sport development initiatives.
- Support regional development i.e. hosting competitions in the Americas region to increase the level of competition closer to home.
- Share Canadian expertise in the participation of women and sport with other countries.
- Undertake an environmental scan to map out which domestic players are involved in international activities.
- Develop a domestic sport development strategy.
- Assist international federations that may be leading sport for development initiatives.
- Support international development programs.

The group noted Canada should stop doing the following:

- Engaging in international activities before having addressing issues in the domestic sport system.
- Determining priorities without dedicating more funding.

The group noted Canada should do the following differently:

- Become involved in the international community at all levels (e.g. coaching, referees, international boards, bodies, committees, etc.).
- Establish more partnerships with global or Canadian organizations for international development (e.g. UNICEF, UN, National Defence and other NGOs).
- More coordinated international hosting, especially major games and championships (e.g. Olympics, Commonwealth, Francophone, Pan American /Parapan American, FIFA World Cup, etc.).



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

### 5.1 Human Resources

Participants noted their organizations needed the following resources to fully achieve their potential in delivering sport programs and services:

- Shared best practices (e.g. a managers' forum to discuss best practices).
- More professional development opportunities for middle managers to keep them engaged and encourage them to stay in the sport world.
- Trained staff, including officials, coaches and administrators.
- Administrative support.
- Resources to permit online video conferencing and webinars.
- Additional funding to invest in gaps such as coaching, technical leadership and innovation.
- Long-term funding so that program planning cycles can be multi-year.
- A central library of common readily-accessible templates (e.g. funding applications plans, etc.).

Some of the current limitations include:

- Onerous and complex reporting requirements.
- High staff turnover in the administrative class of NSO staff due to low salaries.
- Limited financial resources resulting in an inability to offer competitive salaries to attract the best talent.
- Technology limitations linked to the fact the basic network is out of date.
- Governance structures.
- Time required for building and fostering partnerships.

The following activities and strategies were suggested to overcome these limitations:

- Define strategic priorities and focus on those priorities.
- Look at governance models to determine which one would work best for organizations.
- Identify alternative sources of funding (in the non-government sector)
- Collaborate with other organizations doing similar activities.
- Offer volunteers the opportunity to address capacity issues with paid positions.
- The government could play a leading role in driving alignment (e.g. national high performance plan) and preventing fragmentation in the Canadian sport system.

### 5.2 Sport Linkages

Participants identified the following benefits of improving linkages between national sport organizations and their provincial/territorial counterparts:

- More effective use of facilities (including multi-sport facility usage).
- Governance benefits (e.g. regulatory, policies, accountability).
- Shared strategic direction and goals.
- Improved athlete development pathway.
- Alignment of the sport delivery system.
- Sharing of best practices.
- One sport voice to all levels of government.
- Improved talent identification.
- Shared resources and economies of scale.
- More training and professional development opportunities.

Challenges to improving these linkages include:

- Unwillingness for organizations to buy into a shared vision.

- Competing mandates, objectives and agendas.
- High staff and volunteer turn-over at the provincial level.
- Capacity varies considerably by sport.
- Lack of clarity around roles and responsibilities.
- Lack of effective communication and collaboration amongst PSOs, and between PSOs and NSOs.
- Inequity between provinces and territories.

Participants identified the following benefits of improving linkages between schools, municipal sport clubs, and recreational organizations:

- Opportunity to pool and share resources.
- Larger reach and larger participation base.
- Facilitate the implementation of the CS4L model.
- Lower costs, greater efficiencies in delivery and greater use of facilities.
- Less duplication of effort.
- Fewer volunteer burn-outs.
- Increased coordination of messaging and improved communication.
- Excellent cross-promotion of positive solutions and innovative ideas across the spectrum of sport.

Challenges to improving these linkages include:

- Differing governance models.
- Philosophical differences between organizations.
- The sheer magnitude of the task.
- The length of time required to prove through research that the system is effective.
- Implementing a semi-centralized system in a country with decentralized governance.
- Jurisdictional and historical biases with regards to athlete loyalties.
- Funding issues.
- Lack of collective will.

### 5.3 Capacity

Participants were asked if their organizations have the human resource capacity to meet the challenges of the next decade. The general response was that most organizations have insufficient capacity to deal with current and future challenges, and that the problem is acute at the provincial, territorial and community level. In the report-back to plenary, the group identified the following challenges related to capacity they may encounter over the next decade:

- Greater expectations for accountability from the Canadian public.
- Change in the perception of sport. In the future it will be seen as a service/consumer product, the demand will be much higher and there will be higher expectations with regards to communication turn-around times.
- Reaching out to an increasingly diverse population.

Other challenges that emerged from the breakout group discussions include:

- Keeping up with the latest technical advances in technology and equipment.
- Retention of retired athletes to continue to contribute to the system.
- Baby boomers demand on new programs and expectations of level of service.
- Increasing demand for development programs.
- Succession planning.
- Finding non-government support to address budgetary cuts.
- Increasing governance capacity to allow organizations to successfully respond to future challenges.
- More international competition will impact Canada's ability to stay ahead.

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

- Ability to make long term hiring commitments when funds are provided for the short term.

- NSOs are often seen as a stepping stone, which makes it challenging to recruit and retain highly qualified staff.
- Transfer of knowledge of experienced outgoing staff to new incoming staff.
- Recruiting qualified technical staff.
- Lack of knowledge of current salary levels to keep competitive with other sports.

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

- The sport community needs a new way of thinking about the volunteer experience and needs to develop an approach that is win-win for both volunteers and the sport (e.g. better orientation, better training and more appreciation).
- New volunteers are reluctant to take on the workload of retiring volunteers who have assumed many responsibilities and made huge contributions.
- The fast-paced demand of technology and increasing expectations related to communication turn-around times, etc.
- Disruptive tension between volunteers and staff around roles and responsibilities.
- Liability concerns for volunteers are increasingly problematic.

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

- Better governance models for sport (not a one-size cookie-cutter approach).
- Creation of an alumni program to help retain different participants within sport (e.g. athletes, participants, board members, coaches, volunteers).
- Centralization of resources (e.g. marketing, media, human resources, educational resources, governance resources, etc.).
- All children are taught fundamental literacy skills.
- Total financial independence from government funding.
- Canada is recognized as the world's number one host nation for international sports events.
- Additional resources in fundraising and corporate services.
- An effective training system for coaches, administrators and volunteers.
- LTAD is fully implemented and proven.

Other key messages that emerged from the breakout group discussions:

- More paid professional coaches.
- Professional program delivery (as opposed to volunteer-based).
- Better salaries, benefits and professional development opportunities to address high staff turn-over rates.
- Recognition of the contributions and value of sport to society.
- Quality and inclusive recreation system with a focus on children and active living.

Participants indicated that Sport Canada should take the lead in providing strategic approaches in a number of vital areas related to the vision for the Canadian sport system, including: governance, ethical stewardship, policy development, strategic development, communication and skills development.

## Closing Remarks

Dan Smith, Director of Policy & Planning at Sport Canada, thanked participants for their valuable contribution and offered closing remarks. He began by noting there are many players in the Canadian sport system and they all share responsibility for the success of the system. The input gathered today will be critical in the renewal of the Canadian Sport Policy. A report from this session and a summary report of the national consultations will be available on the SIRC website shortly.

## Appendix A: Participants List

Name	Organization
Adams, Don	Motivate Canada
Adlard, Cheryl	Racquetball Canada
Arkell, Jane	Active Living Alliance for Canadians with a Disability
Atkinson, Donna	Rowing Canada Aviron
Baba, Jim	Baseball Canada
Berube, Daniel	Life Saving Sport
Boyd, Paddy	Canadian Yachting Association
Bradley, James	Canadian Council of Provincial&Territorial Sport Federations
Brisson, Therese	Canadian Olympic Committee
Cadieux, Catherine	Canadian Wheelchair Sports Association
Caron, Jean-Paul	Gymnastics Canada
Carter, Mary-France	Canada Snowboard
Cody-Cox, John-Paul	Speed Skating Canada
Da Costa, Danny	Squash Canada
Doxtator, Gina	Assembly of First Nations
Duggan, Mary	Canadian Society for Exercise Physiology
Dupre, Jean R	COC
Gassewitz, Debra	SIRC
Goosen, Jennifer	Special Olympics Canada
Gosselin-Despres, Catherine	Synchro Canada
Gouin, Rachel	Boys and Girls Clubs of Canada
Grantham, Andrea	Physical and Health Education Canada
Haworth, Dawn	CASEM
Humbert, Louise	PHE Canada/University of Saskatchewan
Hylland, Sue	Canada Games Council
Jones, Chris	Sport Matters Group
Joyce, Penny	Diving Plongeon Canada
Kikulis, Lisa	Brock University
Lachance, André	Canadian Sport for Life
Ladouceur, Michel	Dalhousie University
Laframboise, Deirdre	Clean Air Champions
Lamoureux, Danny	Canadian Curling Association

Name	Organization
Landry, Adrien	Fencing Canada
Larson, Jennifer	Canadian Cerebral Palsy Sports Association
Lindsay, Chris	Biathlon Canada
Llewellyn, Clive	Wrestling Canada Lutte
Lofstrom, Karin	CAAWS
MacQuarrie, Doug	Canadian Centre for Ethics in Sport
Maharaj, Akaash	Canadian Equestrian Team & Equine Canada
McCracken, Kathryn	Right To Play
McCurdie, Glen	Hockey Canada
McKenzie, Maxine	Roller Sports Canada
McKenzie, Melissa	Canadian Lacrosse Association
Medwidsky, Tamara	Wrestling Canada Lutte
Melia, Paul	True Sport Secretariat
Melnuk, Paul	Water Ski and Wakeboard Canada
Mitchener, Hugh	Softball Canada
Mortimore, Joanne	Own The Podium
Moss, Ian	Canadian Olympic Committee
Murray-MacDonell, Sandra	Canadian Colleges Athletic Association
Needham, Rob	CPC
Noble, Cathy Jo	CPRA
Northcott, Jasmine	AthletesCAN
Ogilvie, Scott	Archery Canada
O'Keefe, Michele	Canada Basketball
Parro, Wayne	Coaches of Canada
Partrick, Jeff	Skate Canada
Patterson, David	Ringette Canada
Peckham, Gerry	Canadian Curling Association
Pittuck, Denise	Sports Officials Canada
Potts, Amber	Aboriginal and Northern Affairs Canada
Prosen, Jennifer	Ontario Society for Health and Fitness (OSHF)
Rahill, Brian	Canadian Sport for Life
Rebel, Nancy	SIRC
Rice, Musqwaunquot	National Association of Friendship Centres
Royer, Donald	Canadian Wheelchair Sports Association

Name	Organization
Saidla, Karl	Heart and Stroke Foundation of Canada
Spencer, Myles	Rugby Canada
Steggall, Julie	Canadian Freestyle Ski Association
Thibault, Lucie	Brock University / Sport Canada Research Initiative
Thomson, Joanne	Biathlon Canada
Traer, Rick	Canadian Sport Tourism Alliance
Verdier, Susan	Shooting Federation of Canada
Wolfenden, Dan	Water Ski and Wakeboard Canada
Wong, Hugh	Volleyball Canada
Zachau, Paul	Wheelchair Basketball Canada

## Appendix B: Agenda

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### Canadian Sport Policy Renewal Consultation

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

June 2011

#### Agenda

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##### **Purpose**

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

08:00 – 08:25      Arrival and Registration

08:30                Welcome and Opening Remarks

Introductions and Review of the Agenda

##### **Part I – Why Sport?**

Health Break

##### **Part II – High Performance Sport**

12:15 – 13:00      Lunch

13:00                **Part III – Sport Development Delivery System**

Health Break

##### **Part IV – Capacity, Human Resource and Sport System Linkages**

16:20 – 16:30      Wrap-up

16:30                Adjourn