

# 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  
Vancouver, British Columbia - June 15 2011**

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## Background and Context

### 1.1 Background

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

This document is intended as a record of the points raised during the Canadian Sport Policy (CSP) Renewal National Consultation Workshop held on June 15 2011 at the Coast Coal Harbour Hotel in Vancouver, British Columbia. 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 40 participants attended the national consultation workshop. The list of participants is available in Appendix A. The meeting Agenda can be found in Appendix B.

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

### 1.2 Welcome and Opening Remarks

Dan Smith, Executive Director of Policy and Planning at Sport Canada, gave the opening remarks. He began by welcoming participants to the workshop on behalf of Sport Canada and its partners. He indicated that this is the first of four large consultation meetings being held across the country as part of the consultation process with the national sport community and related sectors for the renewal of the Canadian Sport Policy. In closing, Mr. Smith thanked participants for their valuable contribution to the process and noted he looked forward to the richness of the day's discussions.

### 1.3 Improving the Canadian Sport Policy

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

#### Collaboration and Integration

- Develop measurable goals in consultation with the sport community in order to ensure their buy-in, focus decision-making, increase accountability and measure success.
- Obtain more buy-in from municipalities.
- Build stronger linkages between the recreation sector at the municipal level, and federal and provincial/territorial sport organizations. Improve alignment between post-secondary, municipal recreation, provincial and federal resources.
- Establish links with schools and emphasize the importance of physical education in schools.
- Strengthen the integration between layers of sport to improve the flow between development stages and elite performance.

## Focus

- Expand the policy to include a focus on physical activity.
- Increase emphasis on holistic development outcomes such as health and well-being. Anchor the sport policy in a health promotion and community-building framework.
- Tie the Canadian Sport Policy to education.
- Increase the focus on grassroots skill development.
- Find a balance in focus between high performance sport and sport development.

## Communication

- Increase communication on the purpose and role of the Canadian Sport Policy to develop more integration between relevant players in the field.
- Improve communication between parents, coaches and athletes.
- Focus on information-sharing so organizations can learn from each other.
- Ensure the policy is clear, concise and easy to understand by all. Clearly communicate it out to achieve maximum buy-in and implementation at all levels.
- Communicate out messaging on the benefits of the long-term athlete development (LTAD) model.

## Promoting Awareness

- Promote more awareness of the policy to the Canadian public and at all levels of the sport system.
- Encourage a greater integration of the long-term athlete development philosophy in multi-sport games at the national and provincial/territorial levels.
- Emphasize core values of sport at all levels.

## Inclusivity

- Ensure the policy is relevant and meaningful for all Canadians (inclusive of minority, under-represented and low income groups, Canadians with disabilities, etc. ) at all levels of the sport system (local, regional, provincial/territorial and national).
- Identify practical, specific, measurable outcomes with associated timelines for gender equity in the Canadian sport system.
- Focus on participation at all levels.
- Consider national insurance liability coverage for all sport and recreational activities to decrease a major cost barrier to sport participation, facilitate the movement of participants from sport to sport and eliminate the duplication of paperwork required to register participants.

## High Performance Sport

- Establish a 5<sup>th</sup> high performance centre in Canada.
- Raise the profile of high performance sport in Canada.

## Capacity

- Increase available resources and funding.
- Improve services and funding to increase number of volunteers, officials, judges and administrative personnel who support the delivery of sport.
- Enhance coaching requirements.
- Improve support and services to coaches to further their education.

## 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 in the plenary report-back:

- **Healthy living:** Sport promotes an active lifestyle, healthy living, wellness and strength.
- **Community-building:** Sport is an effective tool that enables all aspects of community-building by promoting community values and facilitating the integration of all individuals in a community.

Other reasons that emerged during the interview exercise include:

- A belief that participation in sport improves the quality of life for people with disabilities.
- The social benefits of sport related to: protecting youth at risk; building families; and improving life skills, self-esteem, and socialization.

### Challenges, Issues and Opportunities

In the plenary report-back, participants identified the following challenges, issues and opportunities affecting their organization's efforts to promote and increase participation in sport:

- **Fragmentation of the sport system:** Sport currently exists in silos.
- **Cost:** The financial burden of participating in sport is a significant challenge for a lot of the Canadian population. The limited availability of funding, as well as community and volunteer fatigue, also contribute to this challenge.

Other challenges, issues and opportunities identified during the interview exercise include:

- Lack of support for coaching education and certification.
- Lack of visibility of sport activities and lack of awareness of parents.
- Inadequate facilities.
- Challenges in balancing participation with high performance.
- Gender equity, accommodation of diversity, inclusion of those with disabilities.
- Limited capacity of sport sector.
- Leadership issues at all levels of the sport system.
- Provincial/jurisdictional issues.

### Strategies

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

- Invest in infrastructure renewal.
- Demonstrate the importance of sport to government in order to increase funding commitments.
- Develop an active strategy to engage under-represented groups. Offer subsidies for recreation programs to help address gender equity and the inclusion of those with disabilities in sport.
- Adopt an integrative and collaborative approach to the sport delivery system to ensure a more seamless pathway for participants, regardless of when they enter the sport system and how long they stay.
- Encourage greater collaboration and more linkages amongst stakeholders, develop a common agenda at the ground-level and coordinate planning.
- Clearly define the roles and responsibilities of all relevant stakeholders and partners.

- Share best practices.
- Provide guidelines and resources to support knowledge transfer.
- Promote cross-sport recruiting.
- Create linkages with high schools to promote sport awareness with youth.
- Increase the number of Canadians engaged in sport.
- Encourage organizations to buy into the Canadian Sport for Life (CS4L) framework.

## 1.2 Defining a Quality Sport Experience

In the plenary report-back, the group defined a quality sport experience as “a fun, positive, enjoyable, passionate experience that keeps participants coming back”.

Other themes emerging from the interviews that define a quality sport experience include:

- Opportunity to learn new skills.
- Opportunity to set personal goals and support to achieve them.
- Health benefits.
- Safety, fair play and security.
- Empowerment.
- Quality instruction and coaching.
- Accessibility and inclusiveness.

Participants indicated it is possible to measure a quality sport experience by the return of participants to subsequent events, while long-term athlete development can be measured by international success and podium results.

### Values

The following top five values, in order of importance, were identified by the group in the report-back to plenary as values defining sport as practiced on the field of play in Canada:

- Social inclusion and accessibility.
- Excellence.
- Fair play and integrity.
- Respect.
- Fun and enjoyment.

Other values identified in the interviews include: safety, teamwork, health benefits, passion, engagement, hard work, commitment and determination.

### Current Barriers

The group identified the following current barriers, real or perceived, to achieving a quality sport experience:

- There is a spectrum of issues related to the quality of leadership at every level of organizations (e.g. coaches, officials, administrators). Many coaches are parent volunteers who may not have the appropriate education and training as coaches at the grassroots level.
- Organizers (parents, leaders and coaches) often lack understanding on how to support a quality sport experience and sustain a positive sport environment.
- Capacity and access to facilities, insufficient or inadequate facilities, condition of facilities (some are in disrepair).
- Cost of sport activities.
- Varied knowledge of sport participants.
- Time pressures related to other demands and competing interests for attention.
- Body image issues.
- Limited program communication.
- Absence of school system support.

### 1.3 Increasing Participation of Under-Represented Groups

The majority of the group supported efforts to increase the participation of under-represented groups in sport. They noted everyone should have the opportunity to achieve many of the benefits of sport participation, including health benefits and benefits related to community-building. Participants emphasized the necessity to address the needs and barriers of these under-represented groups, but cautioned not to overemphasize one group at the expense of another. The group also recommended targeting efforts at both youth and adults.

In terms of how these groups should be identified, participants indicated better data collection is needed. They recommended the following strategies:

- Leverage partnerships with non-sport sector groups and organizations such as social service agencies, the education system and immigration sector. Go through multi-sport groups and grassroots organizations.
- Allow community groups to self-identify and also to identify their needs and barriers.
- Use Social Media to engage youth.
- Analyze trends and data collected by Stats Can and through Canadian Fitness and Lifestyle Research Institute (CFLRI) surveys.
- Partner with existing non-sport organizations that are delivering services to under-represented groups.

### 1.4 Official Languages

Many participants felt it was not realistic to offer programs and services in both official languages due to the high cost of translation and the limited availability of human and financial resources to run programs. A heavy reliance on volunteers in the sport system, many of which are unilingual, would also make it difficult to offer programs and services in both official languages. The group generally agreed there was little demand for bilingual services and noted that other minority languages would take precedence over French in many ethnic communities across Canada. The group was also concerned that translation turn-around times would impact overall project timelines.

### 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.

Many organizations indicated that they promote sport participation intentionally for community-building objectives. Examples of these organizations include the Active Living Alliance for People with Disabilities, the Canadian Association for Advancement of Women and Sport, and More Sports (a collaborative sport programming initiative in Vancouver that has a special focus on under-represented groups). The objective of the More Sports' YELL (youth, engage, learn, lead) program is to develop youth volunteers and leaders.

Some of the positive outcomes that result from efforts to promoting sport participation intentionally for community-building objectives include positive social and cultural experiences, improved health and quality of life of community members, physical and mental skill development, and social action.

The group also highlighted that hosting multi sport games, whether at the international, national, provincial or regional level, drives economic impacts, volunteer development, leadership development and corporate engagement in a community.

Several organizations indicated that they partner with non-sport organizations, including community-based groups, educational groups, not-for-profits and disabled communities, in their pursuit of community-building objectives.

Some examples of intentional partnering that emerged include:

- Partnership between the Sport Matters Group (SMG) and the J.W. McConnell Family Foundation.
- Partnership between Motivate Canada and aboriginal communities (on education).

Participants indicated some of the benefits of partnering with non sport organizations include promoting more awareness of the sport, and increasing the health and quality of life of community members. Challenges that can emerge include limited human and financial capacity, differing organizational mandates, and lack of awareness of existing opportunities.

## SECTION 2: High Performance

### 2.1 High Performance Objectives

Participants were asked to identify what Canada’s athlete performance objectives should be in high performance sport. Participants recommended using the CS4L model as a blueprint to discuss performance objectives. They recommended setting both short-term and long-term performance objectives as a measure of success of programs and services. They also indicated that “excellence” is an underlying value that should be encompassed in all aspects of the sport system.

The group agreed that Canada’ athlete performance objective should be to win medals and podium results at the international level or at the highest level of competition within each sport. The group also recommended “winning with payback”: profiling sport in Canadian society so that it is relevant to and supported by the Canadian public, and ensuring pinnacle performance is not seen as an end in itself but rather an end toward the ultimate goal of Canadian nationalism, pride and active living for generations to come.

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

- More conscious targeting of particularly promising sports, while also adopting a broader approach that will allow more national sport organizations to develop athletes and get the funding to pursue performance objectives.
- A coordinated and unified athlete development system, from community participation to high performance.
- The optimal use of resources across the system. Centralized services across Canada.
- Sustainable, long-term government funding at all levels. Demonstration of a significant return on investment for governments from the sport community.
- Celebrating Canadian athletes in the media so they are seen as icons to inspire Canadians.
- Increasing the profile of high performance sport through a national media communication plan.
- A more inclusive approach.
- Integrated sport teams that address every aspect of an athlete’s needs.
- High performance centers across Canada.
- Performance standards.

### 2.2 High Performance Delivery System

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

1. Coaches and technical leadership.
2. Organizational capacity and sustainability.
3. Training and competition.
4. Integrated athlete development pathways.
5. Facilities and equipment & athlete talent identification.

Areas in which programs/services are currently sufficient	Areas in which programs/services are currently insufficient
1. Sport science, sport medicine and technology.	1. Coaches and technical leadership.
2. Research and innovation	2. Organizational capacity and sustainability.
3. Hosting of international events in Canada	3. Training and competition & integrated athlete development pathways.



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

#### **Training, competition and integrated athlete development pathways**

- Leverage the Canadian Sport Institute (CSI) model to address many of the insufficiencies related to the high performance training environment.
- Increase the number of facilities dedicated to high performance sport.
- Provide more support to young promising athletes and ensure they have more opportunities to compete against other top athletes in the world.
- Clearly define pathways for athletes to move from provincial teams to national teams.

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

- Address organizational capacity at the federal level and drill down to the provincial level.

#### **Coaching and technical leadership**

- Make a greater financial investment in coaching development and technical leadership.
- Reduce the cost of coach training as it often a prohibiting factor, especially for athletes wishing to pursue coaching as a career.
- Hire more full-time coaches below the national team level.
- Ensure there is an appropriate pay scale that attracts the very best coaches.
- Facilitate access to information and services in the sport science and sport medicine areas.
- Ensure there is the organizational capacity to oversee high performance coaches.
- Ensure there is national accountability related to the percentage of female coaches in order to attract and retain funding for sports.
- Establish support systems for female coaches.

## **2.3 Roles and Responsibilities**

Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. The group agreed on the need for governments to better define and communicate out the respective roles and responsibilities of the federal and provincial/ territorial governments with regards to high performance sport. It was noted this may create funding efficiencies, reduce program overlap and avoid duplication of effort. Participants indicated that national coordination of FPT governments should also improve coordination of NSO/PSO priorities and objectives. Some participants also identified the need to increase the involvement of municipal governments in high performance.

In plenary, participants identified the following areas where clarifying roles and responsibilities would be beneficial:

- Funding in event hosting.
- Facility strategy linked to major event hosting (O/P Games, Canada Games, Provincial Games).
- Facilities construction, maintenance and allocation.
- Athlete support along the athlete development pathway (at the community, provincial, national and international levels).
- Policies at provincial level for high performance coaches (which are currently inconsistent).

The majority of participants agreed there is also a need to define the respective roles and responsibilities of other key non-government stakeholders such as NSOs, PSOs, Canadian Sport Centres, Commonwealth Games Committee, Canadian Olympic Committee, Own the Podium, etc. with regard to high performance sport. Many participants highlighted the need for a common definition of high performance so all stakeholders can better understand each other's objectives. The group noted that the CS4L model can help identify potential partners and create strategic partnerships at various levels in order to support key sport objectives.

Some participants felt NSOs should consider creating sponsorship paradigms that strongly encourage corporate sponsors to deliver their support in a manner that is consistent with LTAD and overall sport system development (e.g. women in sport, Para-athletes, younger athletes).

## SECTION 3: Sport Development

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

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

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

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

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

- Ensure equity policies are in place to address lack of gender equality.
- Identify strategies to engage adults in sport.
- Identify ways to overcome jurisdictional barriers to engaging schools.
- Encourage schools to include sport more intentionally in curriculums.
- Focus on the inclusion of under-represented (e.g. low-income, etc) groups.
- Target development-level Para-sport athletes for more international competitions in Canada.
- Provide support for the more severely handicapped athletes so they can integrate into the sport system.
- Make coaching a prestigious career path that is well-respected and well-paid.
- Develop a strategy to improve facilities use at the municipal level.
- Share knowledge and information with other countries and learn from their best practices.

### 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 noted there were varying levels of enthusiasm for the model among national sport organizations: Some newer sports have been able to embrace the model and adopt it more vigorously than sports with longer-standing traditions because no previous policies were in place. The group also indicated that the first national sport organizations to implement the model faced some implementation challenges.

In plenary discussion, participants identified the following current impacts of the CS4L model:

- A common nomenclature that allows partners and stakeholders involved in sport and recreation to understand each other.
- A concrete pathway for athlete development that can be clearly articulated and understood.

## **Future impact**

In plenary discussion, participants noted that in the future, the CS4L model has the opportunity to promote long-term involvement in sport and become a platform for community engagement. One participant noted that “by teaching today’s kids, you’re actually teaching tomorrow’s parents.”

Many participants also hoped the model would discourage sport-specific training at too early an age in order to avoid burnout and chronic injuries among young athletes.

## **Current barriers**

The following barriers to the successful implementation of the CS4L model currently exist:

- Making it meaningful for the education sector to adopt the CS4L model.
- Resistance to change the sport system and lack of will to proactively create policy.
- Lack of understanding of the model amongst parents and others outside the sport community. There is a need to promote more awareness of the model across Canada.
- Fractured sport system is a barrier to communication.
- Buy in from under-represented groups and parents of disabled kids.
- Chronically under-resourced provincial sport organizations.
- There is a need for a broader range of agencies to be involved in promoting C4SL if it is going to get traction.

## SECTION 4: International Sport

### 4.1 Objectives

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

In small group discussions, participants were asked to reflect on what Canada's objectives should be at the international level. The following objectives were shared in plenary:

- Promote Canadian values and sport interests abroad (e.g. gender equity, fair play, inclusion, etc.).
- Ensure Canadian involvement in international federations, boards and committees through the international appointments of Canadian officials at top levels.
- Use sport as a tool for community development and society building. "Kids should be wearing jerseys, not making jerseys".
- Adopt an all-of-government approach to develop a more systematic way to engage in sport for development. Engage other partners (CIDA, Foreign Affairs) to have a more consistent impact on recipient countries.
- Take a strong leadership role with regards to engaging and supporting people with disabilities in sport.
- Remain a world leader in the anti-doping area.

The group also indicated these objectives should be linked to Canada's foreign policy.

### 4.2 Activities

Participants indicated that Canada should keep or start doing the following activities:

- Promote Canadian values abroad through sport and sport leadership.
- Promote awareness and improve coordination of international activities and objectives across the Canadian sport system.
- Broaden the definition of sport for development.
- Move to PC classification code compliance (Paralympics).
- Leverage Canada's leadership, reputation and collaboration skills at the international level.
- Increase recognition of Canada's "behind the scenes" builders and organizers of international events.
- Maintain reciprocal exchanges with other countries.
- Use sport as a tool to support community-development internationally (e.g. anti-sweatshop, sport capacity development, gender equity, etc.).

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

### 5.1 Human Resources Challenges

Participants were asked what their organizations needed in terms of resources to fully achieve their potential in delivering sport programs and services. The group agreed that facilities are the main resources needed. Other resources include:

- A knowledgeable, trained, educated and professional administration team.
- Boards that are skill-based.
- Funding stability.

### Limitations

Some of the current limitations identified include:

#### Facilities:

- Lack of world-class facilities.
- Appropriate allocation of existing facilities (allocation currently lies with the municipalities, which leads to jurisdictional issues).
- Availability of facility space for youth is often at inappropriate times.
- Specialized facilities are difficult to come by as they are difficult to build and maintain (e.g. Freestyle skiing).
- Participants forced to pay for a larger block of facility usage time than needed.

#### Funding:

- “Flavour of the month” funding makes long-term operation difficult.
- Many organizations have year-to-year funding models.
- Legislation on funding avenues (charities act, etc).

### Strategies

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

- Find alternate facilities not necessarily associated with sport (but that may work just as well).
- Use facilities and equipment appropriately.
- Create partnerships and set up agreements between levels of governments/organizations for collaborative access to resources and facilities.
- Help it become socially acceptable for sport to be a fundraiser.
- Develop in-kind practices to offset program costs.
- Set up a national government liability insurance program to standardize payment.

### 5.2 Sport System Linkages

Participants were asked to identify the main benefits of improving linkages between national sport organizations and their provincial/territorial counterparts. There was consensus in the group that the development of a comprehensive facility plan could serve as a catalyst for stronger NSO/PSO linkages as these facilities can build capacity in a sport, host provincial, national and international competitions, generate revenue streams and act as a HP training environment. The group highlighted the fact that collaboration and partnership toward facility development needs to start with the PSO/NSO at the onset of the facility planning process.

Participants also agreed that the sport sector as a whole needs to develop a collective action program around the successful promotion of LTAD in the school system. They identified the following benefits of improving linkages between national sport organizations and their provincial/territorial counterparts:

- Transfer of knowledge and expertise.

- Better capacity for talent identification.
- Elimination of duplication of effort.
- Better coordination of access to facilities.

The group highlighted that varied regional program priorities may present a challenge to improving these linkages.

Benefits of improving linkages between provincial/territorial sport organizations and municipal-level clubs, schools and recreation departments/organizations include:

- Alignment of existing programs and identification of gaps.
- Improved linkages with schools will allow for better talent identification.
- An aligned and connected system.
- A bigger base of participants.
- Transfer of knowledge and expertise.
- A better understanding of membership and target audiences.
- Enhanced quality control.

Challenges to improving these linkages include:

- PSOs often don't appreciate the lack of commonality or homogeneity among children in the school system (many are enrolled in English Second Language (ESL) programs, some have learning challenges, some have behavioural problems, etc.). There is a need for a multifaceted approach to impart physical literacy instruction to kids and teachers.
- Participants (parents, teachers, school administrators, etc.) need to understand that sport is not monolithic and each sport has its own culture as it can affect kids' enjoyment of certain sports.
- Some parents are not aware of or do not understand the Canadian Sport for Life ethos.
- Need to improve the way CS4L/LTAD elements are communicated and taught during teacher training and professional education.
- Lack of understanding between groups and what each has to offer.
- Overcoming negative corporate history and turf battles especially in the school system.
- Discordance on vision and objectives and inflexibility on working together.
- Capacity, time and energy.
- Retaining corporate memory.
- Resistance to change.
- Absence of roadmap to encourage athletes to become coaches, administrators or volunteers.

### 5.3 Capacity

Participants were asked if their organizations have the human resource capacity to meet the challenges of the next decade. The consensus was that most organization did not currently have the human resource capacity to meet these challenges. The group identified the following challenges related to capacity they may encounter over the next decade:

- There is a need to use available human and financial resources in a more effective way in an environment of fiscal restraint.
- There is a need to reach out cross-culturally as many households of school children are speaking languages other than English at home.
- The recruitment of volunteers for sport organizations is becoming more challenging. The need to recruit participants and volunteers from non-traditional sources was highlighted.
- There is a limited availability of appropriately trained coaches to implement CS4L.
- The future athlete population may be exposed to sport in a different way than in the past.
- Baby boomers are redefining what it means to be a senior citizen. There will be more demand from this group on sport facilities and programs in the future.

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

- Compensation in sport organizations needs to be looked at more creatively.

- Funding in the form of grants is often year to year, which builds in uncertainty and make it difficult to retain staff over the long term. A long-term funding commitment is essential to be able to retain staff.
- Canadians are playing sports and staying active longer.
- Staff don't have appropriate job descriptions.
- Staff need to have the right skill sets.

There was some concern that the Canadian sport system is too reliant on volunteers. Many participants highlighted the need for Canada to place more value on paying coaches and administrators an appropriate salary. The following major issues with respect to the recruitment, training and retention of volunteers were identified:

- Decline of volunteerism due to an aging population that is remaining active longer.
- Need to recognize that volunteers today have different expectations.
- Need to create an attractive, value-added situation for volunteers (e.g. accreditation).
- Fiduciary duties and due diligence that volunteers must provide is potentially too onerous.
- Need to provide appropriate training for volunteers.
- Need to recruit outside of traditional volunteer areas.
- Need to build sustainable volunteer pools across sports.
- Succession planning needs to become an important undertaking for all organizations.

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 are listed below:

- More coordinated HR strategy with a steady stream of volunteers who are not overtaxed.
- Much more training and orientation of volunteers and staff.
- A cross sector approach to utilizing staff and volunteers.
- Staff with expertise and time to devote to programs.
- Volunteer recognition programs and volunteer experiences that are valuable to people.
- Job descriptions for staff and volunteers.
- Working linkages with the education sector.
- Canadian Officials that are recognized internationally and available coaches for all levels of CS4L.
- Aligned participant pathways.
- Sustainable funding.
- A quality sport experience for all.

## Closing Remarks

Dan Smith, Executive Director of Policy and Planning at Sport Canada, and Martin Boileau, Director General of the Sport Canada Branch, thanked participants for their valuable contribution to the process and made the closing remarks. They indicated that this is a national-level consultation and that similar exercises are underway at the provincial level. To be successful, this policy will need to resonate with and engage Canadian at all levels across the country. Participants may be invited to provide input through other mechanisms (e.g. through the online survey).

In closing, they indicated that all of the information emerging from the consultations, including workshop reports, will be available on the SIRC website.



## Appendix A: Participants List

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Name	Organization
Arnold, Trevor	Rugby Canada
Assalian, Caroline	Canadian Olympic Committee
Blaine, Jane	Canadian Blind Sports
Butler, Colleen	BrainNavigators.com
Donen, Shane	Pacific Volleyball Society
Fenton, Jennifer	CAAWS
Frisby, Wendy	UBC
Gassewitz, Debra	SIRC
Gayda, Tim	Sport BC
Heise, Dustin	Canadian Snowboard Federation
Jones, Chris	Sport Matters Group
Judge, Peter	Canadian Freestyle Ski Association
Kabush, Debbie	CCPSA
Kalin, Kara	Coaches of Canada
Kopelow, Bryna	Motivate Canada
Madhosingh, Chandra	BC Table Tennis Association
Main, Eron	Rowing Canada
Malmgren, Jeff	Ultimate Canada
McNary, Lois	Special Olympics BC
Mills, John	Richmond Olympic Oval Corp
Moss, Ian	Canadian Olympic Committee
Noble, Bob	Modern Pentathlon
Nutting, Doug	Active Living Alliance for Canadians with a Disability (ALACD)
Patel, Ajay	Langara College
Pattenden, Wendy	Canadian Sport Centre Pacific
Payne, Marilyn	2010 Legacies Now
Qualtrough, Carla	Canadian Paralympic Committee
Rader, Kate	Synchro Canada
Rahill, Brian	Canadian Olympic Committee
Robinson, Bruce	Canadian Freestyle Ski Association
Romas, Mike	City of Richmond
Ryan, Twyla	Gymnastics Canada Gymnastique

Name	Organization
Schell, Irene	Team BC
Strutt, Suzanne	BC Recreation and Parks Association
Trenholme, Chris	BC Games Society
VandenBrink, Aaron	Pacific Volleyball Society
Vander Vies, Josh	AthletesCAN
Vulliamy, Mark	Canadian Sport for Life
Watson, Laura	Coaches Association of BC
Woldring, Dick	MoreSports
Zehr, Lori	Canadian Society for Exercise Physiology

## Appendix B: Agenda

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### Canadian Sport Policy Renewal Consultation

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

June 2011

Agenda

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#### **Purpose**

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

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