

# Alberta Process for Consultation on the Canadian Sport Policy Renewal Process 2011

## Background

Federal-Provincial/Territorial 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. This will be reviewed and approved by the Ministers' at their next conference to be held in April 2012.

Initially developed in 2002, the vision of the Canadian Sport Policy is to have, by 2012 a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests and, for increasing numbers, to perform consistently and successfully at the highest competitive levels. In order to accomplish this vision, the Policy is supported by four goal statements:

### **Enhanced Participation**

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

### **Enhanced Excellence**

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

### **Enhanced Capacity**

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

### **Enhanced Interaction**

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

The Ministers agreed that governments proceed with carrying-out consultations as the basis for developing a successor policy to the Canadian Sport Policy in the period March to June 2011. The four broad objectives of this consultation plan are to:

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

In order for these objectives to be met, Alberta undertook an input process through two means:

1. Stakeholders have been invited to respond to a national e-survey through the Sport Information Resource Centre (SiRC).
2. Targeted conversations with stakeholders

In total there were 706 Albertans who responded to the e-survey that was available through [sirc.ca](http://sirc.ca). These 706 Albertans were comprised of 541 individuals and 165 organizations.

Alberta's targeted conversations took place with the following groups:

- Educational organizations
- Municipal recreation, regional sport councils and community sport representatives
- Provincial sport, recreation and active living organizations and other provincial partners through the Presidents Meetings

Alberta also participated in other consultation processes that were coordinated in the province. Representatives of various sectors participated in three input sessions with the Public Policy Forum through their Community Perspectives project. These consultations took place in Calgary and Edmonton with community level leaders and in Edmonton with provincial representatives. Finally, Albertans were involved in the National Sport consultation in Calgary that was coordinated by Sport Canada. Reports on these consultations will be made available through the coordinating body.

## **Summary of Findings**

In all conversations, Alberta asked our participants to respond to the core questions that were identified by Sport Canada and the Canadian Sport Policy Renewal Team. These questions were:

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

- 8.0 Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system.
1. Coaches and instructors
  2. Officials – referees, umpires, judges, etc.
  3. Facilities and equipment
  4. School sport system
  5. Parasport development – inclusion/integration
  6. Training and pathways to employment
  7. Capitalizing on international events
  8. Equity policies
  9. Organizational capacity
  10. Research and innovation
- 8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?
- 8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?
- 10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?
- 10.1 What are some of the current limitations?
- 10.2 What can you do about them or what have you done about them?
- 13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations?
- 13.1 What are the challenges to improving these linkages?
- 14.0 Do you promote sport participation intentionally for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?
- 14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?
- 14.2 If yes, please share the positive outcomes from your efforts.
- 14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?
- 14.4 What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives (where community-building is defined as outcomes related to youth development, health promotion, gender equity, social inclusion, and conflict resolution)?

Throughout the course of the conversations in Alberta, a number of common themes emerged. Individuals and organizations are involved with the promotion of sport participation for health benefits, developing stronger citizens and building community capacity, being active for life and increasing revenue – whether that be through sport tourism or realizing other economic benefits of sport. Those organizations who participated also indicated they leadership development was a key reason for participating in the promotion of sport.

It was noted that sport experiences can be either positive or negative depending on the circumstances. In order for the positive effects to be realized, the sport must be **quality** sport. Elements that make sport a quality experience include being fun, in a safe environment, with quality coaches, in quality venues, being inclusive of all Canadians and providing the opportunity for personal development or achievement. These elements are not always present due to barriers that exist. Some of the barriers that were identified were: facility availability (both due to cost and access); the overall costs (including fees, equipment and travel); and parental involvement (parents not being involved [using sport as a babysitter] and therefore not having the resources to make the experience a quality one or parents who contribute to a negative experience).

In terms of identifying priorities across the sport system, there was agreement that coaches/instructors, facilities and organizational capacity were at the top through all three conversation groups. The order of importance may have changed, but the top three was consistent. In terms of areas where a sufficient job is being done, all three groups indicated that equity policies are being adequately addressed, while municipalities and schools indicated that organizational capacity was being adequately looked after. On the issue of areas that are being insufficiently addressed, all groups that we talked with indicated that we can improve in the areas of facilities and equipment, coaches and instructors – specifically the financial burden on coaches, the high demands that are placed on them and there is a need for a user friendly development model. An interesting observation is that outside of the school sport system, people commented that we need to improve the school sport system – around the areas of joint facility use; elitism that starts at an early age in schools; teachers not necessarily being good coaches; and provincial sport organizations becoming a better resource for the schools.

All groups identified that we need to do a better job of improving linkages throughout the sport system. These improved linkages will lead to better use of available facilities; a greater sharing of resources, “seamless” development for athletes and a better overall sport system in the country. The biggest barrier to improving these linkages is a need to overcome the territoriality and ownership issues and examine the capacity that is available in the system.

In addition to asking the core questions as identified by Sport Canada, Alberta also examined the issue of underrepresented groups and Canadian Sport for Life with the municipal group and the provincial organizations. Time did not permit us to ask these questions with the group of school representatives

- 4.0 Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?
  - 4.1 If yes, how should the targeted groups be identified?
  
- 7.0 The CS4L model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all ages and at all levels of development.
  - 7.1 What is the current impact of CS4L implementation?
  - 7.2 What do you think will be the future impact of CS4L implementation?
  - 7.3 What are the current barriers to successful implementation of the CS4L model?

When it comes to underrepresented groups, participants felt it was important to make extra efforts to increase sport participation in this area. There are tremendous health benefits to be accrued, in addition to the possibility to increase self esteem of participants involved in sport. Other social goals such as crime prevention, connecting people on a social level were also mentioned, but above all it was indicated that sport should be for all and participation needs to be barrier free and to get there some enhanced efforts need to be made for certain groups.

On the subject of Canadian Sport for Life, there was a wide range of opinion on what the current impact has been. Many participants indicated that it was good to have a common language that all those in the sport system can talk to and it has provided an opportunity for sport to engage other sectors, while others indicated that the impact has been minimal. Many believe that the concept will allow for greater cohesiveness within the sport system, thus resulting in greater utilization of resources and becoming more focussed in our actions. The concept may also be able to provide that linkage to other sectors which has the potential to add resources. Some of the barriers to successfully implementing the concept across the system that were identified included an overall awareness as well as a lack of commitment/resources to accomplish system-wide implementation.

The following reports are attached to this summary for further information:

1. Alberta Schools Athletic Association AGM
2. Alberta Municipal/Club Sport meeting
3. Alberta Provincial Stakeholders meeting

## **CSP 2.0 - Alberta Schools Athletic Association AGM**

The following feedback was obtained from a session with the attendees of the Annual General Meeting of the Alberta Schools Athletics Association in Edmonton on May 13<sup>th</sup>, 2011. After discussion with the ASAA, a facilitated session was added to the end of the Annual General Meeting and participants agreed to stay for approximately one hour to discuss the renewal of the Canadian Sport Policy. Representatives were made up of athletic directors, teachers and school coaches. The timeframe for soliciting feedback was limited therefore only questions 1, 2, 6, 8 & 13 were posed.

Despite the timing of the session (being at the end of a two day annual general meeting and on a Friday afternoon), the group was very engaged and provided a lot of positive feedback into the process. It was acknowledged that school sport provides opportunities for approximately 750,000 students across the country and that these activities are led by over 52,000 volunteer coaches and teachers in over 3,200 schools.

### ***Large Group Discussion***

#### ***Question 1.1***

*Thinking about your school environment, what are the most important challenges/issues/opportunities affecting efforts to promote and increase participation in sport?*

#### **Challenges/Issues**

- ◆ School athletics enables increased sportsmanship
- ◆ Incidences of unsportsmanlike conduct with fans, parents, coaches
- ◆ Parent involvement can be challenging
- ◆ Club sport is competing for the school sport athlete
- ◆ Lack of coaches - reliance on community coach
- ◆ Lack of funding
- ◆ Lack of facilities
- ◆ Officials – costs and training
- ◆ Increased legality issues and processes
- ◆ New teacher education is lacking the emphasis and commitment to coaching
- ◆ Quality vs. quantity concerns
- ◆ Decreased overall activity level in athletes
- ◆ Duty of care responsibilities imposed on teachers
- ◆ Logistics around team admin and organization (tournaments, international trips, etc.)
- ◆ Increased athlete numbers – lots of student athletes trialing for teams (selection, coach demands, facility)
- ◆ Safe venues
- ◆ Competing demands on athletes (club, rep, provincial, community, etc.)
- ◆ Travel costs and duty of care required to travel
- ◆ Activity losing out to technology/electronics
- ◆ Losing athletes as grades increase

## **Opportunities**

- ◆ Increased leadership skills and leadership opportunities
- ◆ Enhanced community engagement
- ◆ Development of multi sport athletes
- ◆ Sportsmanship prevalent
- ◆ Collaboration opportunities
- ◆ Common standards in development of individual

## ***Small Group Discussions***

### ***Question 2.0***

*How do you define a Quality Sport Experience?*

- ◆ Fun
- ◆ Organized
- ◆ Positive outcome
- ◆ Sportsmanship
- ◆ Challenging
- ◆ Availability of knowledgeable coaches and officials
- ◆ Fans
- ◆ Enthusiasm
- ◆ Reflective of facilities/equipment/resources
- ◆ Recognition – school (school pride), media, community
- ◆ Building self esteem
- ◆ Self conditioning
- ◆ Character development
- ◆ Sport for Fun vs Competitive Sport (e.g. pond hockey vs Sport Academies)
- ◆ Enjoyment regardless of outcome (win or lose)
- ◆ Camaraderie
- ◆ Educational opportunities for new coaches – training
- ◆ ASAA expertise from Athletic Directors
- ◆ Dedicated coaches
- ◆ ASAA structure, framework, governance
- ◆ Skill acquisition for Sport 4 Life
- ◆ Wanting to give back through experience – coaches, officials, volunteers
- ◆ Success (winning, small successes)
- ◆ Positive Memories (Lifelong)
- ◆ Sense of belonging
- ◆ Citizenship – develop athlete role models
- ◆ Transferable skills – time management, perseverance
- ◆ Health for Life
- ◆ Sport within Families
- ◆ Varying opinions on value of sport (school, club, parents)
- ◆ Opportunities for all athletes

### **Question 2.1**

*What barriers currently exist?*

- ◆ Scheduling within schools – facility access
- ◆ Fees to participate
- ◆ Travel costs & opportunities
- ◆ Parent commitment (volunteer aspect)
- ◆ Student part time jobs (to pay for cell phones, etc.)
- ◆ Community/club sports
- ◆ Over-scheduling of athletes
- ◆ Philosophy of community coaches (high competitive) vs school coaches (developmental)
- ◆ Jurisdictional issues – scheduling, boards, zones, policies
- ◆ Cost of officiating
- ◆ Equipment costs
- ◆ Sport academies
- ◆ Admin support of Athletic Directors (no prep time)
- ◆ Staff support for school events
- ◆ Time
- ◆ Low Education funding
- ◆ Succession planning for replacing coaches
- ◆ Teacher prep time
- ◆ Club support (winning)
- ◆ Negative parents
- ◆ Broken families
- ◆ Families can't afford the sport
- ◆ Parents expect that kids on school teams are entitled to play (more or equally)

### **Question 6.0**

*Is there a need for governments to better define the respective roles and responsibilities of the federal and provincial governments with regard to High Performance Sport?*

*Why, or why not?*

- ◆ There are discrepancies between sports
- ◆ Success can't come without funding
- ◆ Roles are not defined, therefore things fall between the cracks
- ◆ Need to define who governs officials, etc.
- ◆ Is there continuity between provinces? E.g. Quebec puts a lot of money into sport
- ◆ A long term commitment is needed to ensure success
- ◆ Yes – schools are unaware of the roles – definitely need to be defined
- ◆ Disconnect within individual sports - individual sport organizations not communicating from NSO down to clubs, regarding High Performance athletes
- ◆ High School sport is NOT high performance, why mimic international sport?
- ◆ National sport bodies “drive” the rules for all, even if it isn't appropriate
- ◆ Canada is confused with regards to philosophy

- ◆ There is a lack of P.E. specialists at all grade levels – therefore smaller pool of true athletes
- ◆ We are losing the base and mid level of the pyramid, which will decrease the amount of high performance athletes
- ◆ The hockey model works (municipalities ensure success of sport due to facility funding), but it affects other sports – b/c hockey is so successful, more athletes are playing hockey instead of other sports. Were these facilities built without participation first?
- ◆ Linkages should also include Municipal governments
- ◆ Focusing on increased participation in sport and healthy lifestyles should help high performance in the long term
- ◆ The provincial government does have a role in high performance sport, but the roles need to be defined – due to geographical issues – Canada is so large, and facilities and training centres are spread out – nationally it can't be centralized so the provinces need to play a role.
- ◆ High School exposes the kids to sport, they then need to take the next steps
- ◆ What is priority? A healthy general population or a successful group of athletes? Is funding allocated to OTP better served for the general population?
- ◆ What is the philosophy? High performance philosophy will have us all in publicly funded sport academies.
- ◆ LTAD will show in 10 – 12 years, therefore our system of growth will be evident and we will see benefits
- ◆ Urban vs Rural issues – it is much more difficult for rural participants (decreased exposure to sports, decreased opportunities)

### **Question 8.0**

*Program and service areas used to assess Canada's sport development delivery system:*

- |  |  |
|--|--|
| - Coaches & Instructors                          | - Training & pathways to employment    |
| - Officials                                      | - Capitalizing on International Events |
| - Facilities & Equipment                         | - Equity Policies                      |
| - School Sport System                            | - Organizational Capacity              |
| - Para-sport development – inclusion/integration | - Research and Innovation              |

### **Question 8.1**

*Identify the top three components in which programming is currently sufficient and/or appropriate:*

1. Organizational Capacity
2. Equity Policies
3. School Sport System

### **Question 8.2**

*Identify the top three components in which programming is currently insufficient and/or inappropriate:*

1. Coaches & Instructors
  - Financial burden
  - Expectation to coach more than one sport
  - Lack of recognition within school system
  - Elementary physical education – expect to know all sports well
2. Facilities & Equipment
  - Community collaboration – rely on school facilities
  - Lack of government funding
3. Officials
  - Lack of officials
  - Consistency
  - Training & retention – young officials
  - Evaluation systems
  - Lack of grant funding

### **Question 13.0**

*What are the benefits of improving linkages between provincial sport organizations and schools?*

- ◆ Increased number of athletes
- ◆ Collaboration with PSO regarding tournament dates
- ◆ Transfer of coach education
- ◆ Youth need other athletic/ art opportunities – offering a balance
- ◆ Official training (some sports – not all)
- ◆ PSO policy re: school sport (e.g. AVA has policies regarding school sport season – provincial schedule not to interfere with school season)
- ◆ Sport skill training – tactics, progression, rules
- ◆ More children/youth involved in sport
- ◆ PSO provides more Resources link – can develop a skill progression card by age/level
- ◆ Exposure to new sports (fencing, team handball)

### **Question 13.1**

*What are the challenges to improving these linkages?*

- ◆ Respect/flexibility to share athletes – athlete focus
- ◆ Coach or parent pressure/attitude (agenda to win)
- ◆ PSO must take initiative with schools for athlete development
- ◆ Community coach agendas
- ◆ Differing philosophy regarding athlete development – mandate
- ◆ Appropriate supervision if community coach – still need a teacher for supervision
- ◆ Lack of contact with a Sport Development officer – used to have outreach programs

- ◆ Lack of capacity with PSO/School Sport
- ◆ Same athletes in programs
- ◆ Poor communication from PSO
- ◆ Conflicting sport agendas
- ◆ Communication channels via ASAA, PSO, Commissioners
- ◆ No elementary phys. Ed specialists – FMS, sport skills
- ◆ Club sport is year-round
- ◆ Season of play (sport specific)
- ◆ Official associations
- ◆ Schedule
- ◆ Rep programs
- ◆ Schools are making sport a priority, but not providing financial & human resources to support

## **Alberta Schools Athletic Association Executive and staff**

John Paton, Executive Director  
Joyce Loucks, Vice-President  
Kelle Hansen, Executive Member at Large  
George Hoyt, Boys Director of Athletics  
Tracy Sullivan, Girls Director of Athletics  
Michelle Ross, Deputy Director  
Tyler Callaghan, Assistant Director  
Cori Wallace, Administrative Assistant  
Michael Steele, Program Coordinator

## **Commissioners**

Bill McConkey, Football  
Dale Henderson, Golf  
Pat Forsyth, Girls Rugby  
George Grant, Wrestling  
Craig Patton, Boys Rugby  
Michael Vaughan, Boys Volleyball  
Carolyn Martin, Curling  
Steven Lush, Team Handball  
Jeannie Monilaws, Cheerleading  
Bruce O'Neil, Track and Field  
Ryan Reed, Boys Basketball  
Daryn Galatiuk, Sportsmanship  
Susan Moncks, Girls Volleyball  
Darryl Smith, Cross Country  
Pat Chizek, Officials

## **ASAA Zone Representatives**

Dean Sawatzky, Calgary Zone Rep  
Tom Parker, Calgary Zone Secretary  
Karen Sargent, Calgary Zone Rep  
Bill Bobenic, Calgary Zone President

Norma Smith, Edmonton Metro Zone Secretary

Scott Sinclair, Edmonton Public Zone Secretary  
Kris Fedun, Edmonton Public Zone Rep

Patricia McCambly, South Central Zone President

Larry Wagner, North West Zone Secretary  
Erin Martin, North West Zone President

Randy Whitehead, South Zone President  
Marg Derbyshire, South Zone Secretary  
Randy Bohnet, South Zone Rep

Maurice Richard, North East Zone President  
Daryl Venance, North East Zone Treasurer  
Nicole Polishuk, North East Zone Secretary

Tim Schultz, North Central Zone President  
Wade Hicks, North Central Zone Rep

Shawna Pearman, Central Zone Secretary  
Jill de Jonge, Central Zone Rep  
Gino Castellan, Central Zone Rep

**Other Board Members**

Greg Bass, CASS  
Anne-Marie Boucher, Alberta School Boards Association  
Barb Young, Health and Physical Education Council  
Darryl Christensen, Member At Large

## **CSP 2.0 - Alberta Municipal/Club Sport Meeting**

The following feedback was obtained from a meeting on June 10<sup>th</sup>, 2011 in Red Deer, Alberta. Representatives of Municipalities, local Sport Councils and local clubs in Central Alberta were in attendance. Approximately 40 invitations were sent out with 15 participants attending. This full day workshop encompassed questions 1, 2, and 13 in a large group setting, and questions 4, 7, 8 and 10 in small groups. Participants in the small groups were all given the opportunity to provide feedback on each of question 4, 7, 8 and 10.

### **Question 1.0**

*What are your reasons for your organization's interest in promoting participation in sport?*

- ◆ Building community capacity
- ◆ Increasing access – new Canadians, single moms, economically challenged
- ◆ High performance
- ◆ Active for life
- ◆ Active living
- ◆ Access to facilities – facility limitations – pending need for facility (recreation vs. world cups)
- ◆ Economic generation – hosting events
- ◆ Sport tourism
- ◆ Health and wellness
- ◆ Partner balances in facility development
- ◆ Accommodation of diversity of sports in facilities
- ◆ Sport Tourism

### **Question 1.1**

*What are the most important challenges affecting your organization's efforts to promote and increase participation?*

- ◆ Gaps in the system
- ◆ What happens to non profit organizations
- ◆ Focus has become facility development
- ◆ Priorities have shifted from programs to facilities
- ◆ Partner process – to develop, generate revenue and build
- ◆ Balance of the partner involvement
- ◆ Simplify process for investment
- ◆ Ask from the community is complex – sport diversity and community diversity
- ◆ No longer seasons of play – some sports are year around
- ◆ Fee based – allocation restrictions
- ◆ Role definition for partners – utilize LTAD model
- ◆ Municipal, Provincial and Federal budget decisions
- ◆ School budget cutbacks
- ◆ Leadership – certification and screening

- ◆ Influx in for-profit organizations – sport programming
- ◆ Quality experiences are distorted – hidden costs of sport (out of province/country tournaments, uniforms, player cards, schwag)
- ◆ Coaching certification & leadership
- ◆ Access to school facilities

### **Question 1.2**

*What strategies have you identified to deal with the challenges?*

- ◆ Collaboration with the LSO (local sport org)
- ◆ Aquatic strategy – all water users – common messaging to planners, decision makers
- ◆ City of Lacombe – took over coordinating specific levels of sport programs
- ◆ Alignment of vision
- ◆ Empower users to assist with decision making (public investment process)
- ◆ Breakdown barriers of user groups
- ◆ Use CS4L/LTAD model to assist with facility development and allocation
- ◆ Clarify the role of all partners – align with LTAD framework
- ◆ Facility development collaboration – Games input (CWG/CSG), PSO input
- ◆ Facility type advisor groups
- ◆ A provincial direction on sport needed
  - Municipal to post secondary to Alberta Sport Development Centers to Canadian Sport Center

### **Question 2.0**

*How do you define a quality sport experience?*

- ◆ Fun (4)
- ◆ Community – sense of belonging (3)
- ◆ Allows for personal achievement (2)
- ◆ Development/improvement of skills (2)
- ◆ Positive
- ◆ Engagement
- ◆ Not adult sport super-imposed on children/youth
- ◆ Total experience (pre-during-post)
- ◆ Flow/Runners High
- ◆ Safe environment
- ◆ Provides leadership
- ◆ Winning
- ◆ Health benefits
- ◆ Socialization/integration
- ◆ Positivity

### **Question 2.1**

*What barriers currently exist?*

- ◆ Cost (3)
- ◆ Facilities – cost (2)
- ◆ Facilities – access (2)
- ◆ Skill level (2)
- ◆ Time (2)
- ◆ Cultural (2)
- ◆ Equipment – cost
- ◆ Equipment - access
- ◆ Coaching
- ◆ Officials
- ◆ Parents – vicarious experiences, lack of education, sport as babysitter
- ◆ Expectations to win
- ◆ Programs available
- ◆ Education
- ◆ Limitless
- ◆ Lack of global identity
- ◆ Lack of support
- ◆ Lack of knowledge
- ◆ Lack of priority
- ◆ Transportation
- ◆ Language
- ◆ Losing
- ◆ Safety
- ◆ Sport ethics
- ◆ Physicality (violence)
- ◆ Childcare/snacks/drinks (underprivileged)

### **Question 4.0**

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

#### **YES**

- ◆ Right to Play
- ◆ All children/youth should have the opportunity to participate in the sport of their choice
- ◆ Risk factors are different in every community, must be assessed
- ◆ Participation should be barrier free
- ◆ Must recognize that targeted programs will look different
- ◆ Equity vs. Equality – everyone is able to cross the finish line, how they get there will look different
- ◆ Need to target demographically/geographically to where under represented populations are

#### **NO**

- ◆ Don't want to risk losing the “represented” population programming
- ◆ Who should pay for targeted programs?

### **Question 7.1**

*What is the current impact of CS4L implementation?*

- ◆ Minimal at grassroots
- ◆ Regarding branding – using CS4L language but limited structural changes in programming (lip service)
- ◆ Linkages between stages
- ◆ Awareness phase
- ◆ Programming “rally cats”
- ◆ Looking beyond sport – cross sectoral
- ◆ Push back on the word “sport”
- ◆ Allocation of facilities based on the LTAD model
- ◆ Inventory of CS4L programming
- ◆ Provided some rationale for municipalities for allocation of facilities/funding
- ◆ Limited/sporadic in many municipalities

### **Question 7.2**

*What do you think will be the future impact of CS4L implementation?*

- ◆ More consistency of programs/decreasing duplication
- ◆ More cohesive sport community
- ◆ Better utilization of resources – creating efficiencies
- ◆ Increase opportunities for everyone (inclusion)
- ◆ More athletes on the podium
- ◆ People active for life
- ◆ Opportunity to evaluate what is currently offered
- ◆ Recreation facility development/design
- ◆ Policy direction/role definitions
- ◆ Increased opportunity for partnerships
- ◆ More dialogue/breaking down barriers between cross sectors
- ◆ Informed/educated parents, thus more involvement
- ◆ Athlete specialization at later age
- ◆ Appropriate programming for all ages – especially young participants
- ◆ A tool to measure impact is still required

### **Question 7.3**

*What are the current barriers to successful implementation of the CS4L model?*

- ◆ No CS4L or LTAD appropriate program
- ◆ Fear of change – old school philosophy
- ◆ Fear of losing athlete
- ◆ Funding reductions
- ◆ Lack of sport willingness to change athlete development model
- ◆ Awareness of CS4L/LTAD
- ◆ Parent knowledge of quality programs developmentally appropriate
- ◆ Public awareness and knowledge
- ◆ Capacity to change
- ◆ Buy in from Education
- ◆ Lack of commitment of resources (funding, people)

- ◆ Transfer of knowledge
- ◆ Communication channels
- ◆ Role of municipality in rec/sport
- ◆ “Action piece” So what? Now what?

**Question 8.0**

*Following is a list of program and service areas that have been identified to assess Canada’s sport development delivery system. Please identify the top five values in order of importance (with 1 being the most important).*

<b>Program/Service Area</b>	<b>Order of Importance</b>	<b>Programming is Sufficient</b>	<b>Programming is Insufficient</b>
Coaches and instructors	11 <b>#2</b>		6 <b>#2</b>
Officials – referees, umpires, judges, etc.	2		1
Facilities and equipment	14 <b>#1</b>	4 <b>#2</b>	8 <b>#1</b>
School sport system	6 <b>#3</b>		4 <b>#3</b>
Para-sport development – inclusion/ integration	3 <b>#5</b>	2	2
Training and pathways to employment	1		4 <b>#3</b>
Capitalizing on international events	4 <b>#4</b>	1	2
Equity policies	3 <b>#5</b>	5 <b>#1</b>	
Organizational capacity	11 <b>#2</b>	4 <b>#2</b>	4 <b>#3</b>
Research and innovation	1	3 <b>#3</b>	2

**Comments for Question 8**

**Coaches and instructors**

- ◆ Delivery value
- ◆ Declining certification rates – reliant on volunteers/need user friendly delivery model

**Officials – referees, umpires, judges, etc.**

- ◆ No comments

**Facilities and equipment**

- ◆ Safety
- ◆ Access
- ◆ Standards
- ◆ Joint use

- ◆ More facilities
- ◆ Appropriate sized equipment important
- ◆ Accessibility (transportation and funding challenges)

### **School sport system**

- ◆ After school programs
- ◆ Coaching/instruction
- ◆ Joint use important (community & schools)
- ◆ Experienced program cuts in the past
- ◆ Physical literacy to be addressed
- ◆ Lack of variety of sports
- ◆ Lack of expertise in elementary teachers

### **Para-sport development – inclusion/ integration**

- ◆ General awareness is lacking
- ◆ Need for integration into mainstream program areas

### **Training and pathways to employment**

- ◆ No comments

### **Capitalizing on international events**

- ◆ Political influence = funding
- ◆ Selection of events – host communities benefit
- ◆ Facility development - legacies

### **Equity policies**

- ◆ No comments

### **Organizational capacity**

- ◆ Policies
- ◆ Defined roles & responsibilities
- ◆ The business of sport/business planning (2)
- ◆ Legacy
- ◆ Funding
- ◆ Municipal integration with National policy

### **Research and innovation**

- ◆ Evidence based decision-making

### **Question 13.0**

*What are the benefits of improving linkages between PSO, LSO, schools and recreation departments?*

- ◆ Enables participants to have seamless experience – moving from organization to organization to get the level they need
- ◆ Better use of funds and resources
- ◆ Efficiencies
- ◆ True collaboration
- ◆ Understanding roles/responsibilities and capacities at each level
- ◆ Aligning horizontal with vertical development
- ◆ Unified group working toward common goal
- ◆ Utilization of experts and specialists
- ◆ Balance of elite/high performance with grassroots
- ◆ Cross sectoral – use of \$
- ◆ Raising profile of sport
- ◆ Specialized needs recognized
- ◆ Understand expectations
- ◆ Justify profile of sport

### **Question 13.1**

*What are the challenges to improving these linkages?*

- ◆ Resources and capacity
- ◆ Territoriality
- ◆ Breakdown of barriers
- ◆ Various mandates – conflict
- ◆ Measurement of return on investment (ROI)
- ◆ So What? Now What?
- ◆ Political will – support
- ◆ We tend to celebrate successes poorly
- ◆ Don't celebrate successes well
- ◆ Capacity
- ◆ Lack of a common vision
- ◆ Linkage to sport officials

### **Question 14.0**

*Do you promote sport participation intentionally for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?*

**YES**

- ◆ New Members
- ◆ Mentors
- ◆ Retention

- ◆ Leadership development
- ◆ Social inclusion – new Canadians, special needs
- ◆ Health reasons
- ◆ Economic benefits
- ◆ Provides opportunities to reach out – culture, religion, age, demographic
- ◆ Grassroots & high performance participation – LTAD-CS4L
- ◆ Collaboration – multi sport/rec disciplines
- ◆ Holistic benefits – use cultural events/groups and opportunities to promote sport inside it
- ◆ Deal with different interests
- ◆ Community event with a sport competition to build and share (synergy) benefits (i.e. target markets, exposure to more people, funding)
- ◆ Volunteer – efficiency/workload
- ◆ Lack of resources (re: \$ and volunteerism) restrict capacity to build.
- ◆ Culture of sport in Canada/Alberta/municipal/club

#### **Question 14.4**

##### *Challenges?*

- ◆ Need to develop/improve facilities – obtain a partner – i.e. sport facility renewal program
- ◆ Improve Brand awareness to generate business/relationships
- ◆ Sponsor partnership
- ◆ Program/services delivery – need staff, leadership, expertise
- ◆ Financial access

##### Meeting Attendees:

City of Calgary	Hayden Kowel
City of Edmonton	Jill Gillis
City of Edmonton	Shauna Richard
City of Edmonton	Renee Kozak
City of Lacombe	Sandi Stewart
City of Red Deer	Rob Meckling
City of Leduc	Rachel Yeung
City of Spruce Grove	Ken Luck
Edmonton Sport Council	Gary Shelton
Sport Calgary	Tim Bjornson
Catalina Swim Club	James Hood
ASRPWF – Chair	Kay Kenny
ASRPWF - Staff	Roger Kramers
ASRPWF - Staff	Shona Schleppe
ASRPWF - Staff	Chris Buchanan
ASRPWF - Staff	Stacey Plitt

## CSP 2.0 - Alberta Provincial Stakeholders Meeting

On June 14<sup>th</sup> (Edmonton) and June 15<sup>th</sup> (Calgary), provincially funded sport, recreation and active living organizations were invited to attend the annual President's Meetings of the Alberta Sport, Recreation, Parks and Wildlife Foundation. This annual meeting of provincially funded organizations provides the Foundation an opportunity to update the community on news and events of the Foundation as well as providing the opportunity for focused conversation on a particular topic. The topic for the 2011 meetings was the renewal of the Canadian Sport Policy.

Over the course of the course of the afternoon meetings, approximately 2 ¼ hours was available for discussion on the Sport Policy renewal. While all funded organizations were invited, given the nature of the discussion the attendance was primarily comprised of sport organizations. It is important to note in the context of the feedback, that provincially funded organizations in Alberta received an 18.5% cut in core operational funding in 2010-11.

### **Question 1.0**

*What are the reasons for your organization's interest in promoting participation in sport?*

- ◆ Health Benefits (9)
- ◆ Develop strong/responsible/contributing citizens (9)
- ◆ Lifelong sport/active for life (5)
- ◆ Leadership development(5)
- ◆ Increase revenue – to organization (5)
- ◆ Community economic benefits (3)
- ◆ Long term social benefits to athletes (4)
- ◆ Community spirit/building (4)
- ◆ Increased membership (4)
- ◆ Fun/enjoyment (4)
- ◆ Environmental stewardship (3)
- ◆ Growth of grassroots programs (3)
- ◆ Appreciation of outdoors (3)
- ◆ Holism (3)
- ◆ Increased participation (3)
- ◆ Create opportunities for **all** to participate - inclusion (3)
- ◆ Promote high performance/elite sport (3)
- ◆ Enhanced quality of life (3)
- ◆ Jobs for coaches (3)
- ◆ Improved learning (education component)/improved school engagement (3)
- ◆ Safety (3)
- ◆ Goal setting (3)
- ◆ Team work/building (3)
- ◆ Self awareness/self concept/self esteem building (3)

- ◆ Engage/enhance communities (2)
- ◆ CS4L/LTAD (2)
- ◆ Travel (2)
- ◆ Decreased public health care costs (2)
- ◆ Volunteerism (2)
- ◆ Develop athletes for Olympics and world championships (2)
- ◆ Inclusion/equal opportunities (2)
- ◆ Development of life skills (2)
- ◆ Mentorship/ positive role modeling (2)
- ◆ Recreation vs. competitive opportunities (2)
- ◆ Exposure to sport (2)
- ◆ Increase talent base (2)
- ◆ Overall personal growth & development (2)
- ◆ Personal excellence (2)
- ◆ Sport tourism (2)
- ◆ Increase female participation (2)
- ◆ Excellence in Sport
- ◆ Opportunities for youth at risk
- ◆ Skill development
- ◆ Physical literacy
- ◆ Higher level of achievement
- ◆ Expanding sport community
- ◆ Creating public support
- ◆ Promote physical activity practitioners in training
- ◆ Friendships/social bonding
- ◆ Decreased delinquency & social issues/ impact on Justice system (56)
- ◆ Realizing efficiencies
- ◆ Increased profile of sport as a viable business
- ◆ Economic impact of hosting events
- ◆ Growth of sport, competing for athletes
- ◆ Awareness/Generate interest
- ◆ Build team spirit
- ◆ Social capital
- ◆ Increased capacity for community engagement
- ◆ Early specialization of training
- ◆ Love of sport
- ◆ Awareness of Canadian heritage
- ◆ Celebrating a sense of success
- ◆ Sport sustainability
- ◆ Skill development for persons with disabilities
- ◆ Increased self esteem and reduced health problems for females
- ◆ Physical, mental, communication and social connections increase for persons 55+
- ◆ Social networking
- ◆ Fostering independence
- ◆ Increased access

- ◆ Decrease barriers to access for low income families
- ◆ Ability to reach maximum potential
- ◆ Fairness
- ◆ Fundamental movement skills
- ◆ Regular physical activity
- ◆ Promoting something adults like to do
- ◆ Discipline
- ◆ Mental acuity
- ◆ Learning trust in others
- ◆ Increase youth participation
- ◆ Disabled populations better lifestyle
- ◆ Increased sense of belonging
- ◆ Decreased isolation
- ◆ Infrastructure
- ◆ More physically active Canadians
- ◆ More playground to podium opportunities
- ◆ Feeder system for community level volunteers & staff
- ◆ Organizational capacity/development

### **Question 2.0**

*How do you define a quality sport experience?*

- ◆ Fun/enjoyable (10)
- ◆ Safety/risk management (10)
- ◆ Quality coaches (8)
- ◆ Skill development (7)
- ◆ Appropriate competition – age and developmentally (7)
- ◆ Quality venues/facilities (6)
- ◆ Team building (6)
- ◆ Inclusive (6)
- ◆ Goal based/achieving (5)
- ◆ Socialization/relationship building (5)
- ◆ Ample and appropriate/useful equipment (5)
- ◆ Well organized (5)
- ◆ Positive/sportsmanship (4)
- ◆ Quality officials (4)
- ◆ Challenging (3)
- ◆ Personal growth & achievement (3)
- ◆ Participation (3)
- ◆ Win/lose (3)
- ◆ Accessibility (5)
- ◆ Affordability (3)
- ◆ Increased physical fitness (3)
- ◆ LTAD compatible (2)
- ◆ Community support (2)
- ◆ Fairness (2)

- ◆ Self esteem/confidence (2)
- ◆ Equal opportunity (2)
- ◆ Desire to continue/participation for life (2)
- ◆ Achieving goals (2)
- ◆ Achieving personal bests (2)
- ◆ Respect in sport
- ◆ Money
- ◆ Engaging
- ◆ Technical/Tactical/Mental/Physical
- ◆ Integration into community
- ◆ Testing of one's limits
- ◆ Varying environment for competition
- ◆ Positive outcome
- ◆ Injury free
- ◆ Bully-free
- ◆ Acceptance
- ◆ Self fulfilling
- ◆ Creating an identity
- ◆ Retention
- ◆ Athlete centered focus
- ◆ Training opportunities
- ◆ Potential to build good citizens
- ◆ Sustainable system
- ◆ Differences are respected
- ◆ Clear pathway to excellence
- ◆ Rewards hard work
- ◆ Family sport
- ◆ Time and materials to train coaches/officials/volunteers
- ◆ Sport sciences
- ◆ Visibility/promotions/marketing
- ◆ Winning and losing
- ◆ Volunteers
- ◆ Experience flow state
- ◆ Positive feedback
- ◆ Willingness to promote
- ◆ Access to advanced competition
- ◆ Multi sport access
- ◆ Cross training
- ◆ Free play
- ◆ Under represented groups – programming
- ◆ Coach and athlete accountability
- ◆ Good policies
- ◆ Barrier free
- ◆ Quality training
- ◆ Mental stimulation
- ◆ Ethical

- ◆ Parent education
- ◆ Caring relationships between coaches and athletes
- ◆ Accountability for outcomes
- ◆ Ethnic groups feel comfortable
- ◆ Choices
- ◆ Educational opportunities

#### **Question 4.0**

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

#### **YES**

- ◆ Health benefits for all/quality of life (5)
- ◆ Reduced pressures on health care system (4)
- ◆ Self esteem/self confidence (4)
- ◆ Sport skills transferred to life skills – leadership (4)
- ◆ Reduce crime rates (3)
- ◆ Social connections/relationship building/Networking (3)
- ◆ Equal opportunities (2)
- ◆ Membership increase (2)
- ◆ Stronger communities (2)
- ◆ Role models created in under represented groups (2)
- ◆ Increase health of family units/cohesion (2)
- ◆ Language barriers/ESL (2)
- ◆ Global Health
- ◆ Chronic disease prevention & management
- ◆ Team spirit/cohesion
- ◆ Discipline
- ◆ Independence
- ◆ Sense of achievement
- ◆ Sport for All
- ◆ Variety of sports provided
- ◆ Different levels of competition provided
- ◆ Increase fair play by teaching inclusion “Pride & Growth through integration”
- ◆ Having fun – didn’t know what they were missing
- ◆ Creating identities
- ◆ Increase participation = increase funding
- ◆ Sponsorship increase
- ◆ Facility access increase
- ◆ Resources increase
- ◆ Sport needs diversity (inclusion keeps it from being boring)
- ◆ A means of expression for those who have lost physical abilities
- ◆ Aboriginal communities WANT to be active
- ◆ Worthy of political and social support

### *Considerations*

- ◆ Cultural barriers – allows for new sports
- ◆ Interpreters needed (i.e. deaf)
- ◆ Appropriate coaching required
- ◆ Positive atmospheres
- ◆ School programming needed – inclusive
- ◆ Communication must improve
- ◆ Safety
- ◆ Programs may need to be modified
- ◆ Specialized training required for coaches
- ◆ Specialized equipment required
- ◆ Function based training
- ◆ Liability & risk management
- ◆ Awareness of programming option
- ◆ Accessibility must be ensured
- ◆ Sustainability
- ◆ Parental education/awareness
- ◆ Health care provides awareness
- ◆ How much core PSO funding goes to under represented groups?
- ◆ Stronger national sport system by greater pool of athletes
- ◆ Awareness and respect for environment
- ◆ Focus on communities as opposed to differences
- ◆ More groups being identified
- ◆ Shouldn't the sport system reflect society?

### *Other groups identified*

- ◆ Children with Autism and non-clearly defined disabilities
- ◆ Non-parents/Non-aging population
- ◆ Smokers
- ◆ ESL
- ◆ Prisoners
- ◆ Military personnel
- ◆ Mental health

### **Question 7.1**

#### *What is the current impact of CS4L implementation?*

- ◆ Confusion in transition (3)
- ◆ Making a big deal out of a simple, good sport development model
- ◆ Most sports are/were doing it
- ◆ Some sports are changing it for their own use
- ◆ Coaches don't always teach for the appropriate age – CS4L helps to improve this
- ◆ Not all clubs know/understand the phases
- ◆ Active for life
- ◆ Useful to bring forward changes as it provides research

- ◆ It is not reaching the community level
- ◆ Currently called “good coaching principles” and may not be recognized as CS4L
- ◆ Provides an opportunity for the collective to engage in a common language
- ◆ LTAD incorporated into existing programs/training
- ◆ Question - Is it well researched???
- ◆ Some groups are only incorporating certain components
- ◆ There is inconsistency
- ◆ Some resistance to implementing
- ◆ NSO's/PSO's aware but impacts are slow to trickle down
- ◆ Infrastructure & organizations incongruent with the philosophy
- ◆ Celebrate organizations/associations that have adopted CS4L & implemented
- ◆ Increased awareness in school system of LTAD/CS4L concepts
- ◆ Acceptance growing in health sector of importance of sport & physical activity
- ◆ Redevelopment of coaching
- ◆ Aligning from grass roots moving towards higher levels of athlete/coach development
- ◆ Creation of common language
- ◆ Inter-sectoral relationships
- ◆ Increases in funding in F/P-T
- ◆ Creation of literature and resources
- ◆ New corporate partnerships
- ◆ New national awareness programs (Sport Day in Canada, Run, Run Revolution) & media exposure
- ◆ Slow cultural change
- ◆ National CS4L conference
- ◆ Increased knowledge

### **Question 7.2**

*What do you think will be the future impact of CS4L implementation?*

- ◆ May be better collaboration between levels (2)
- ◆ Allow for funding for all stages of development
- ◆ Allow athletes/coaches to take from sport what they want – not all top athletes
- ◆ Should have a positive impact on health
- ◆ Active for life = participation
- ◆ Improved community that we live in
- ◆ A more active Alberta
- ◆ Social benefits
- ◆ Marketing sport & rec within CS4L as being “heart-friendly”
- ◆ Demand for adult level competition
- ◆ May see a demand for multi sport programming

- ◆ Relevant to summer camps
- ◆ More level playing field across the province
- ◆ Reduction in health care costs
- ◆ More activity for life
- ◆ Increased understanding and commitment to physical literacy
- ◆ More productive/results based population
- ◆ Opportunity for growing communities
- ◆ Increased overall individual athleticism
- ◆ Realignment of sport structure
- ◆ Increased delivery of physical literacy
- ◆ Better prepared high performance athletes
- ◆ More and better coaches
- ◆ Increased integration between sectors

### **Question 7.3**

*What are the current barriers to successful implementation of the CS4L model?*

- ◆ Funding (2)
- ◆ Confusion
- ◆ Incorporation into existing programs
- ◆ CS4L being an unorganized organization
- ◆ No tools, practical usable tools for organizations to implement
- ◆ Often organizations are already doing it
- ◆ Over-thinking – making it more difficult
- ◆ Volunteers
- ◆ Educational opportunities
- ◆ Increase the awareness of CS4L principles & values to broader Cdn. public outside sport
- ◆ Change in individual & societal attitudes to benefits
- ◆ Parental interest & commitment
- ◆ HP role models need to be integrated into the CS4L framework
- ◆ Connect heroes to activity
- ◆ Current sport system often does not support principles of multi sport involvement
- ◆ How do sport organizations change to be more inclusive?
- ◆ Task too big for available resources
- ◆ Implementation strategies
- ◆ Reaching grassroots community level
- ◆ Appropriate measurement tools
- ◆ Reaching all sports
- ◆ Roles and responsibilities
- ◆ Communication
- ◆ NCCP
- ◆ Dissemination of information
- ◆ Perception of CS4L for elite athletes
- ◆ Promotion

- ◆ Proof the system works

**Question 8.0**

Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system. Please identify the top five values in order of importance (with 1 being the most important).

<b>Order of Importance</b>			
<b>Program/Service Area</b>	<b>Provincial Meeting Calgary</b>	<b>Provincial Meeting Edmonton</b>	<b>TOTAL</b>
Coaches and instructors	64	52	<b>116 #1</b>
Officials – referees, umpires, judges, etc.	36	23	<b>59 #4</b>
Facilities and equipment	63	42	<b>105 #2</b>
School sport system	20	16	<b>36 #5</b>
Para-sport development – inclusion/ integration	14	12	<b>26</b>
Training and pathways to employment	7	13	<b>20</b>
Capitalizing on international events	8	3	<b>11</b>
Equity policies	4	4	<b>8</b>
Organizational capacity	32	36	<b>68 #3</b>
Research and innovation	11	16	<b>27</b>

**Question 8.1**

*Identify the top three components in which programming is currently sufficient and/or appropriate.*

<b>Programming is SUFFICIENT</b>			
<b>Program/Service Area</b>	<b>Provincial Meeting Calgary</b>	<b>Provincial Meeting Edmonton</b>	<b>TOTAL</b>
Coaches and instructors	9	7	<b>16 #3</b>
Officials – referees, umpires, judges, etc.	4	14	<b>18 #2</b>
Facilities and equipment	3	2	<b>5</b>
School sport system	1	4	<b>5</b>
Para-sport development – inclusion/ integration	3	1	<b>4</b>
Training and pathways to employment	2	0	<b>2</b>
Capitalizing on international events	11	10	<b>21 #1</b>
Equity policies	5	11	<b>16 #3</b>
Organizational capacity		4	<b>4</b>
Research and innovation	9	5	<b>14</b>

**Question 8.2**

Identify the top three components in which programming is currently insufficient and/or inappropriate.

Programming is <i>INSUFFICIENT</i>			
Program/Service Area	Provincial Meeting Calgary	Provincial Meeting Edmonton	TOTAL
Coaches and instructors	37	20	57 #2
Officials – referees, umpires, judges, etc.	22	13	35
Facilities and equipment	47	32	79 #1
School sport system	20	26	46 #3
Para-sport development – inclusion/ integration	11	12	23
Training and pathways to employment	2	6	8
Capitalizing on international events	7	2	9
Equity policies	3	7	10
Organizational capacity	13	18	31
Research and innovation	18	9	27

**Comments for Question 8****Coaches and instructors**

- ◆ Fundamental to all programs (2)
- ◆ Essential to a positive sport experience (2)
  - Especially in rural areas

- ◆ Not enough coaches – need to recruit
- ◆ High turnover – when athletes retire, parents retire
- ◆ Burnout high
- ◆ Demand high
- ◆ Elite athletes do not necessarily make good future coaches
- ◆ LTAD is heavy on time commitment
- ◆ Technical knowledge has decreased
- ◆ Lack of opportunity to move up
- ◆ Majority of coaches are not properly educated to coach
- ◆ Need for coaches to start programs/clubs
- ◆ Need facilitators in new NCCP
- ◆ Integration of LTAD in coaching
- ◆ Participant retention linked to quality instruction
- ◆ Coordinated system for delivery (including officials)
- ◆ Coaching mentorship important
- ◆ Coaches – paid vs. volunteers
- ◆ Coaching legacies important
- ◆ Water polo feels NCCP is sufficient

#### **Officials – referees, umpires, judges, etc.**

- ◆ Time & training needs significant time

#### **Facilities and equipment**

- ◆ Programs do not exist without facilities (2)
- ◆ Limited access (2)
- ◆ Facilities are aging but still required to run programs – safety issue (2)
- ◆ Facilities pull communities together
- ◆ Facilities purpose need to be redefined – not all Olympic level
- ◆ Need to partner with other groups for facilities (i.e. arts groups)
- ◆ Need to tap into the schools for facilities and equipment usage – joint agreements
- ◆ Facility access in regards to user proximity
- ◆ Number of facilities relative to increase in population
- ◆ Costs of facilities
- ◆ Bobsleigh feels facilities sufficient but equipment insufficient
- ◆ Too much red tape (i.e. liabilities)
- ◆ Smaller centres need more/better
- ◆ Are public funds being utilized effectively?
- ◆ Need facility renovations to address multi sport users

#### **School sport system**

- ◆ Elitism occurring in schools as low as Junior High
- ◆ Funding required (i.e. bussing costs)
- ◆ The first point of contact for many kids to the sport system
- ◆ Teachers do not equate to good coaches
- ◆ PSO's need to become a good resource to schools

- ◆ Need to build a strong relationship (PSO – Schools)
- ◆ Schools have insufficient resources
- ◆ Must integrate with overall sport system
- ◆ Very short season
- ◆ Key developmental time to introduce competition

### **Para-sport development – inclusion/ integration**

- ◆ General awareness is lacking
- ◆ Inclusions
- ◆ Branding
- ◆ Higher profile & integration of adaptive sports required

### **Training and pathways to employment**

- ◆ No comments

### **Capitalizing on international events**

- ◆ Technology important

### **Equity policies**

- ◆ No comments

### **Organizational capacity**

- ◆ Structure is essential for programs to function
- ◆ Ethical policies required
- ◆ Safety policies required
- ◆ Paid staff is important to alleviate work on volunteers and bring expertise
- ◆ Charging fees to participate – some can't afford
- ◆ Funding needed for programming

### **Research and innovation**

- ◆ Evidence based decision-making
- ◆ Important for equipment and safety
- ◆ Coordinate/reference research done in other areas to better position value of sport (i.e. mental health)
- ◆ Research solutions (i.e. best practices)
- ◆ Everyone is aware of the wellness benefits of sport, but how to promote it?
- ◆ Health benefits research is sufficient
- ◆ More required for CS4L

### **Question 10.0**

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

- ◆ Funding - programs (9)
- ◆ Facilities - need more (7)
- ◆ Infrastructure resources - appropriate
- ◆ Equipment – need more (6)
- ◆ Volunteers (6)
- ◆ Partnerships/collaborations (municipal-local-PSO-Parks & Rec-NGO-NSO-Coaches (4)
- ◆ Coaching development (4)
- ◆ Organizational capacity (3)
- ◆ Transportation (3)
- ◆ Teachers (3)
- ◆ Participants (3)
- ◆ Staff - funding for staff (3)
- ◆ Equipment – quality/appropriate (3)
- ◆ Certified coaches (2)
- ◆ Officials (2)
- ◆ Sponsorship & fundraising (2)
- ◆ Time & materials to train coaches/leaders/officials/volunteers (2)
- ◆ Facilities - multi level functioning (2)
- ◆ School Access – education & facilities (2)
- ◆ Media support (2)
- ◆ Insurance (2)
- ◆ Accountability – program success (2)
- ◆ Sport science specialists (2)
- ◆ High performance coaches (2)
- ◆ More young children participating/FMS (2)
- ◆ All sport organizations to embrace LTAD (2)
- ◆ Available competitions at all developmental levels
- ◆ Facilities – affordable access
- ◆ Coaches – affordable access
- ◆ Funding - CS4L
- ◆ Funding – travel
- ◆ Funding – developmental carding
- ◆ Funding – access to grants
- ◆ Volunteers – need motivated & engaged
- ◆ Volunteer retention
- ◆ Officials – affordable access
- ◆ Transportation of equipment (i.e. sailing, bobsleigh)
- ◆ Sport sciences
- ◆ Visibility/promotions/marketing
- ◆ Education – trained specialists
- ◆ Effective LOC's for organizing events
- ◆ Organized parent involvement
- ◆ Help with municipal access rules/regulatory issues
- ◆ Support from private sector
- ◆ Help with governance

- ◆ Administrative space
- ◆ Space/time for adults (disabled, females, grassroots)
- ◆ National recognition of all disciplines
- ◆ Able bodied organizations recognizing disabled disciplines
- ◆ Integration of adaptive sport
- ◆ Public awareness of certified training levels
- ◆ National understanding of what occurs at the provincial level
- ◆ Staff - qualified
- ◆ Awareness of LTAD
- ◆ Governance
- ◆ Linking ministries – sport, health, education
- ◆ Partnerships in sharing athletes
- ◆ Community support
- ◆ Value based understanding
- ◆ Provincial unified voice for sport
- ◆ School system integration
- ◆ Marketing expertise
- ◆ Political support
- ◆ Creative collaboration
- ◆ Family support
- ◆ Passion to develop sport
- ◆ Parent education
- ◆ Access to rural Alberta sport programs
- ◆ Public awareness of sport
- ◆ Central database of volunteers for sport/rec
- ◆ Coordinated facility bookings
- ◆ Athlete recruitment & retention

### **Question 10.1**

*What are some current limitations?*

- ◆ Volunteers – gaining skilled and qualified (4)
- ◆ Volunteer - training/specialization
- ◆ Coaches - qualified (3)
- ◆ Land/Parks access (3)
- ◆ Funding – lack of (3)
- ◆ Volunteer screening (2)
- ◆ Facilities – lack of (2)
- ◆ Facilities – cost (2)
- ◆ Coaches – cost (2)
- ◆ School access (2)
- ◆ Education – school programming (physical activity, phys. Ed specialists, systemic shift) (2)
- ◆ Risk management/liabilities (2)
- ◆ Cost to participate (2)
- ◆ Volunteers – recruitment & retention (2)

- ◆ Athletes – recruitment & retention (2)
- ◆ Lack of collaboration between groups – pooling resources, communication (2)
- ◆ Time (2)
- ◆ NSO -> PSO communication (2)
- ◆ Fundamental movement skills of children
- ◆ Evaluation tools
- ◆ Parent education
- ◆ Sports competing for the same athletes
- ◆ Travel (large centers to small centers)
- ◆ Staffing – numbers and specialists
- ◆ Staff – recruitment & retention
- ◆ Staff – spend more time fundraising and less programming
- ◆ Support for play at all levels
- ◆ Insurance costs
- ◆ Formalized coaching in the school system
- ◆ Stability – simplified NCCP
- ◆ Access to roads (at low cost)
- ◆ Recruitment/retention of coaches
- ◆ Funding – top down
- ◆ Shrinking participation due to socio-economic factors
- ◆ Violence in sport
- ◆ Competition for children's time
- ◆ Lack of parent encouragement for their children in sport
- ◆ Education system no longer demonstrating a large sample of sports
- ◆ Education – lack of physical development
- ◆ Conflict in LTAD – youth Olympics and commonwealth games – age categories
- ◆ Lack of overall plan
- ◆ Policy
- ◆ Accessibility
- ◆ Evaluation/measurement
- ◆ Working in silos
- ◆ Sharing facilities
- ◆ Access to younger (school) athletes
- ◆ How to support FMS at young ages
- ◆ Attracting youth
- ◆ Opportunities based on socio-economic factors
- ◆ Governance (compliance with government)
- ◆ Adaptive sport – awareness
- ◆ Athletes success correcting to funding (OTP)
- ◆ Climate change & environment

### **Question 13.0**

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

- ◆ Facilities – shared use (10+)
- ◆ Facilities – better use/increased use (4)
- ◆ Shared resources/information (10+)
- ◆ Cross training opportunities (7)
- ◆ Financial resources – pooling (6)
- ◆ Best practices/skill transfer (6)
- ◆ Athlete development – better system from playground to podium (5)
- ◆ Build relationships/Networking (5)
- ◆ Reduced duplication – programs/services/operations (5)
- ◆ Improved efficiencies (6)
- ◆ Common interest areas – identified (3)
- ◆ Cost sharing/benefit (3)
- ◆ Align yearly planning calendars (3)
- ◆ Better exposure/PR for sport (3)
- ◆ Communications improved (3)
- ◆ Resource expertise (2)
- ◆ Economies of scale (2)
- ◆ Collaboration opportunities (2)
- ◆ Athletes – talent identification (2)
- ◆ Standardization of structures, rules, processes (2)
- ◆ Marketing - Consistent target market (2)
- ◆ More sport representation on school boards (2)
- ◆ Programs increase = participation increase (2)
- ◆ Unified voice for Sport (2)
- ◆ Access to schools
- ◆ Improved programming
- ◆ Improved leadership development/opportunities
- ◆ Early teachers of FMS
- ◆ Matching seasonal sports
- ◆ Building future leaders
- ◆ Better services to membership
- ◆ Share membership lists
- ◆ Fundraising – common initiatives
- ◆ Political will needed
- ◆ Common goals/objectives identified
- ◆ Staff – specialists
- ◆ Financial responsibility for deficits, damage, wear and tear
- ◆ Reciprocal use agreements with schools/stakeholders
- ◆ Develop scholarships
- ◆ Build internship programs
- ◆ Quality control – access to expertise (PSAs)
- ◆ Recognition of similarities
- ◆ Inclusion

- ◆ Increased negotiation power
- ◆ Event hosting – more and improved
- ◆ Schools – non-profit amateur user group fees
- ◆ Greater program reach
- ◆ More organized structure
- ◆ Greater level of awareness
- ◆ Shared beliefs
- ◆ Coordinated message regarding benefits of sport
- ◆ Aligning PSO/PROs
- ◆ More opportunities to introduce sports in school system
- ◆ Shared safety standards
- ◆ Policy/governance/legal integration

**Question 13.1**

*What are the challenges to improving these linkages?*

- ◆ Territoriality/ownership (5)
  - Athletes
  - Volunteers
  - Facilities
- ◆ Facilities – coordination (3)
- ◆ Unclear lines of communications (3)
- ◆ Funding – prioritizing (2)
- ◆ Time to collaborate (2)
- ◆ Volunteers – overextended (2)
- ◆ Volunteer – requirements to become involved
- ◆ Liability with sharing equipment/resources (2)
- ◆ School administration (2)
- ◆ Inconsistent messaging
- ◆ Funding – not enough for staffing
- ◆ Competition for resources
- ◆ Variable goals
- ◆ Slower program delivery
- ◆ Access to Alberta Gaming funding
- ◆ Personality conflicts
- ◆ Office locations
- ◆ Consensus building
- ◆ Role of post secondary institutions
- ◆ Refusal/inability to share
- ◆ Conflict management between organizations
- ◆ Rigid/inflexible government policies & procedures
- ◆ Unrealistic view of number of participants (not all can access & participate, government thinks otherwise)
- ◆ Privatization of after school care
- ◆ Protectionism
- ◆ Inconsistent overarching goals

- ◆ Focus on grassroots vs. high performance
- ◆ Capacity
- ◆ Singular interests (recreational)
- ◆ Corporate sector buy-in
- ◆ Defined roles/responsibilities between organizations
- ◆ Accountability
- ◆ Facilities – municipality coordinated
- ◆ Physical literacy
- ◆ Equipment & resource sharing
- ◆ Administration sharing
- ◆ Geographic connections
- ◆ Human resource changeover
- ◆ Groups penalized (grants) for collaborating (PSOs)
- ◆ Lack of awareness of expertise available
- ◆ Utilizing expertise of rural sport delivery
- ◆ Communicating adaptive needs (Canada Games Council)
- ◆ School principals limit opportunities
- ◆ NSO to PSO LTAD linkages
- ◆ Not enough opportunities for groups to congregate
- ◆ Athletes are not good “salespersons” in accessing corporate funding
- ◆ Silo approach

#### **Question 14.0**

*Do you promote sport intentionally for community building purposes or is your orientation primarily for sport objectives?*

#### **YES - Potential**

- ◆ Community engagement (5)
- ◆ Youth development (3)
- ◆ Life skills development (2)
- ◆ Health/Active Lifestyle (2)
- ◆ Health promotion (2)
- ◆ School system – sport as part of the learning experience (2)
- ◆ PSO+NSO+Community groups partnering to deliver sport/participation programs around active living
- ◆ PSO’s and commodities (clubs, municipalities, colleges) deliver summer/winter camps
- ◆ Community safety
- ◆ Business building
- ◆ Non-sport identification (i.e. Justin Bieber demonstrating active living – basketball, soccer)
- ◆ Target non-traditional athletes (inactive, overweight)
- ◆ Target identified groups
- ◆ PSO+Environment+Clubs build awareness & appreciation
- ◆ Fundraising

- ◆ PSO's run community based programs – outside traditional programming (i.e. pink shoe/volleyball program for breast cancer, Terry Fox support)
- ◆ Athlete sharing
- ◆ Cross training between sports
- ◆ Depends on who you are promoting to – athletes vs. facilities

**Question 14.1**

*If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?*

- ◆ Sports have focused on sport objectives
- ◆ Schools focus on community building
- ◆ Youth are dictating future trends

**Question 14.2**

*If yes, please share the positive outcomes from your efforts.*

- ◆ Community Building (5)
- ◆ Community leadership (3)
- ◆ Educate society/spectators (3)
- ◆ Access for All/inclusion (3)
- ◆ Promotion of events (2)
- ◆ Scholarships (2)
- ◆ Many industry leaders credit sport in schools
- ◆ Returning participants and new participants = increased programming, increased value to community
- ◆ Sponsors service clubs (include funding, awareness, participant levels)
- ◆ Get kids “off the streets”
- ◆ Sustainability
- ◆ Legacy programs
- ◆ Pride
- ◆ Culture change
- ◆ Active for Life/Participation
- ◆ Public support
- ◆ Enhance community image/profile
- ◆ Overall health
- ◆ Mental wellness
- ◆ Self-esteem/self confidence
- ◆ Clean environment
- ◆ Better citizens (“green”)
- ◆ Inspire future athletes
- ◆ Enhance brand recognition
- ◆ Local business & sport partnerships

- ◆ Develop coaching capacity
- ◆ Develop programs for future employment
- ◆ Build facilities
- ◆ Role models
- ◆ No High performance sport focus
- ◆ CS4L

## **ROADBLOCKS**

- ◆ Establishing relationships/trust/communication/goals & objectives/values (2)
- ◆ Access to facility space (2)
- ◆ Promotions/brand awareness (2)
- ◆ Internal organizations competing for funding, sports, participants (i.e. decreased funding = increased attention to education)
- ◆ Costs/fees
- ◆ Funding
- ◆ Travel
- ◆ Insurance
- ◆ By-laws
- ◆ Ego
- ◆ Apathy
- ◆ Volunteers
- ◆ Leadership
- ◆ Venue location
- ◆ Awareness
- ◆ Trained facilitators
- ◆ IT Media
- ◆ Marketing
- ◆ Volunteer recruitment/transition
- ◆ Time
- ◆ Staff
- ◆ Resources
- ◆ Community buy-in

**Meeting Attendees:  
Edmonton – June 14th**

Richard	Adams	Alberta Soccer Association
Barb	Adamson	Sport Medicine Council of Alberta
Joseph	Alfonso	Karate Alberta
Michelle	Berg	Provincial Fitness Unit
Tim	Berrett	Athletics Alberta
Robert	Campbell	Lifesaving Society
Pat	Covington	Alberta 55 plus
Rick	Curtis	Alberta Recreation Parks Association
Judith	Down	Alberta Centre for Active Living
Isa	Duxbury	Yoga Alberta
Shari	Foster	Alberta Baton Twirling Association
Brian	Fryer	Football Alberta
Denise	Gariépy	Skate Canada: Alberta-NWT/Nunavut
Michele	George	Alberta Camping Association
Janet	Giles	YMCA Alberta
Dale	Good	Alberta Sport Parachute Association
Dave	Harrison	CSPS Mtn Division
Bill	Hatter	Darts Alberta
Carole	Holt	KidSport Society of Alberta
James	Hood	Swim Alberta
Ole	Jacobsen	Alberta Soccer Association
Henry	Komant	Alberta Sport Parachute Association
Barbara	Kusyanto	Lifesaving Society
Jaclyn	Landry	Alberta Cheerleading Association
Dean	Lawson	Darts Alberta
Leona	Logie	Alberta 55 plus
Grady	Long	Bowling Federation of Alberta
Heather	Lothian	Alberta Bicycle Association
Joyce	Loucks	Alberta Schools' Athletic Association
Jennifer	Luzia	Synchro Alberta
Amy	MacKinnon	InMotion Network
Barbara	May	Alberta Racquetball Association
Ella	Mayer	InMotion Network
Carol	Moeller	Girl Guides of Canada-Alberta Council
Joel	Mrak	Judo Alberta
Michael	Neary	Cross Country Alberta
Peter	Ogilvie	Athletics Alberta
Jon	Olfert	Alberta Camping Association
John	Paton	Alberta Schools' Athletic Association
Philip	Penner	Nature Alberta
Ken	Rutherford	Tennis Alberta
John	Shearer	Bowling Federation of Alberta
Karen	Slater	The Steadward Centre
Glenn	Sommerville	Water Ski & Wakeboard Alberta
Debbie	Spence	Yoga Alberta
Daniel	Stetic	Alberta Team Handball Federation
Kelly	Thornton	Judo Alberta
Rob	Virgil	Hockey Alberta

Marc	Ward	Karate Alberta
Roman	Wozniak	The Steadward Centre
Sylvio	Fex	Boxing Alberta
George	Paleniuk	Alberta Broomball
Fennie	Fraser	Girl Guides of Alberta
Fran	Zinger	Girl Guides of Alberta
Conrad	Fenneira	Hockey Alberta
Vaughn	McGrath	Cross Country Alberta
Jim	Titley	Boxing Alberta
Allyson	Szafranski	Canadian Association for Disabled Skiing Alberta
Donna	Hately	Alberta Sports Hall of Fame & Museum
Linda	Strong Watson	SHAPE
John	Cushing	Alberta Sport Development Centre - Capital Region
Michael	Cook	Alberta Fish & Game

### Calgary – June 15th

Greg	Atkinson	ASDC-Central
Maureen	Calder	Alberta Freestyle Skiing Association
Dayna	Christmas	Alberta Water Polo Association
Dixie	Crowson	Alberta Equestrian Federation
Elaine	Danelesko	Mount Royal University
Sonia	Dantu	Alberta Equestrian Federation
Kirk	De Fazio	Special Olympics Alberta
Bill	Dean	Alberta Colleges Athletic Association
Steve	Ellefon	Wheelchair Sports Alberta
Gayle	Fathoullin	Alberta Amateur Speed Skating Association
Judi	Frank	Alberta Recreation & Parks Association
Derek	Fraser	Chinook Rhythmique Gymnastic Club
Richard	Galaway	Alberta Rowing
Dean	Giesbrecht	Alberta Gymnastics Federation
Travis	Grindle	ASDC Southwest
Karla	Handy	Paddle Alberta Society (1976)
Bernie	Harrison	Alberta Federation of Shooting Sports
Jason	Hegerfeldt	Alberta Luge Association
Dale	Henwood	Canadian Sport Centre Calgary
Carol	Hermansen	Alberta Rowing
Ron	Hewitt	Alberta Sailing Association
Andy	Holmwood	Alberta Bicycle Association
Adam	Hull	Alberta Alpine
Logan	Jones	Paddle Alberta Society (1976)
Mike	Klass	ASDC-Central
Pascale	Levesque	Alberta Orienteering Association
Peter	MacDougal	Alberta Sailing Association
Katherine	MacKeigan	Provincial Fitness Unit AFLCA, CSEP BFFL Network
Paula	MacWilliam	Alberta Netball
Mike	Marshal	Alberta Amateur Speed Skating Association
Zakk	Morrison	ASDC-SE
Louise	Newburry	Synchro Alberta
Lynn	Nixon	Squash Alberta
Colleen	Parsons	University of Calgary for BFFL Centre

Stephen	Price	Mount Royal University
Tom	Reid	Alberta Ski Jumping & Nordic Combined
Don	Riddle	Alberta Orienteering Association
Shelley	Rudd	SOFTBALL
Jason	Rusu	Alberta Sprint Racing Canoe Association
Karen	Saunders	Special Olympics Alberta
Shirley	Stoddart	Alberta Netball
Jon	Stuart	Alberta Sprint Racing Canoe Association
Leslee	Taylor	Canadian Red Cross
Max	Thompson	Alberta Ski Jumping & Nordic Combined
Patti	Thompson	Chinook Rhythmique Gymnastic Club
Martin	Thumwood	Alberta Water Polo Association
Brian	Torrance	Ever Active Schools
Al	Ulsifer	Alberta Freestyle Skiing Association
Paul	Wagner	Softball
Doug	Bird	Swim Alberta
Chuck	Lee	Alberta Amateur Wrestling Association
John	Stone	CADS
Dan	Noble	Alberta Field Hockey Association
Alan	Morach	Alberta Bobsleigh Association
Bob	Glover	Alberta Luge Association
Sharon	Dingle	Skate Canada - Alberta/NWT
Ted	Hodgson	Indigenous Sport Council
Ken	Davies	Alberta Division of Biathlon Canada Association