

Saskatchewan Consultations on a Canadian Sport Policy May 30 & 31, 2011

Introduction:

In May 2011 VADIS Consulting was contracted to facilitate two face to face Canadian sport policy consultations in Saskatchewan and to compile the information that emerged from the sessions.

The first session was held in Saskatoon on Monday, May 30th with 15 participants and the second session the following day on Tuesday, May 31st in Regina with 24 participants. The sessions were approximately five hours long including supper.

Interview questions for the consultation process were designed from the identified questions from the original survey and themed into the following categories:

1. Sport Experience
2. Increased Participation Through Promotion
3. Sport Development Priorities
4. Resources
5. Partnerships and Linkages
6. Sport as Community Builder

Participants in the sessions were asked to interview each other in pairs and make notes of the highlights of the responses. The participants then used these responses in small and large group conversations to identify themes and further explore key points.

This report contains the compiled themes, ideas, questions and messages as identified from the participants.

Responses by topic area/question:

1. Sport Experience	
Consultation Interview Questions	Original Survey Questions
<p>Thinking about your time with sport, please share one experience that would best describe an example of a “quality sport experience”. What makes it a “quality sport experience” for you?</p>	<p>2.0 How do you define a quality sport experience? (Prioritize if possible.)</p> <p>2.1 What barriers currently exist?</p>
<ul style="list-style-type: none"> • Participation <ul style="list-style-type: none"> ○ Cradle to grave – anyone can participate ○ No limitations – children, elderly, Para-athletes ○ Ability to participate regardless of income ○ Inclusive and accessible ○ Lifelong participation and involvement ○ Continued participation • Do we value kids as participants who are not part of structured sport? • Sense of Accomplishment <ul style="list-style-type: none"> ○ “I did it!” ○ Support leading up to event ○ Achieved a goal • Success, Positive, Pride – more than anything else • Excitement of coaches • Development of values – sport dev. Teamwork, values that presented in sport transferable to other activities • Fun/enjoyable • Experience outdoors • Quality and excitement of the experience – over the result – volunteers rewarded for just being involved • Being part of a bigger experience • Olympics had such an impact on Canadians – sport or not – people got caught up. Like the activity and can see themselves playing sport as well • Shared experience, camaraderie – social interaction big element • Meaningful preparation • There is learning <ul style="list-style-type: none"> ○ Training, preparation ○ New ideas – “open-minded” ○ Skill development ○ Key learning. Building character ○ Holistic development (traditional/contemporary culture • Positive feedback from the participants 	

- Positive and fun experience
- Positive learning experience
- Positive experience – quality of life and health
- Positive experience for children and youth
- Coming back next year relates to a good experience
- Passion and excitement of leaders
- Safe
- Socialization
 - Meet new people
 - Part of something “bigger”
 - Team work
- Community engagement and pride
- Affordable/accessible – reduce entry barriers
- The volunteers – community involvement
- Worthy of public support
- Resources need to be current and accessible to all
- Skill of coaches
 - Needs to be more than technical i.e. cultural training
 - Good/appropriate – for both coaches and officials
 - Skilled leadership – trained appropriately
- Importance of ‘team’. Value of ‘team’
- Strong organizationally. Well Run. Professional but fun
- Come back for more
- Athlete/participant centered
- Facilities – safe, fit standards
- Value based in a positive way – respect, fair play, trust, etc.
- Appropriately competitive
- Inclusive
- Sense of belonging
- Challenging
- Supported by community (community meaning parents, coaches, organization, people, etc.)
- Coaching and the outcome
- Parent and volunteer coach and experiences
- Parent through the eyes of the child
- Introducing sport opportunity to people not previously engaged
- Community capacity high
- Increasing community capacity thru Quality Sport Experience
- Experience higher caliber
- Being athlete centered is what it’s all about
- Positive leadership is essential to Quality Sport Experience (i.e. coaches, parents, mentors, officials).
 - Meaningful participation along the continuum
- Respect
 - Coaches

- Officials
- Teammates
- Competitors

2. Increased Participation Through Promotion

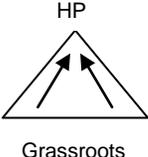
Consultation Interview Questions	Original Survey Questions
<p>If we assume promotion of sport increases participation in sport;</p> <ul style="list-style-type: none"> a) Has that been your experience? b) What does promotion mean to you/your organization? c) What successful strategies have you developed/ experienced/ heard about for increasing participation through promotion of sport? d) What opportunities and possibilities might there be that could be maximized? 	<p>1.0 What are the reasons for your organization's interest in promoting participation in sport? Prioritize the reasons. (See background document on participation trends, barriers, etc.)</p> <p>1.1 What are the most important challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?</p> <p>1.2 What strategies have you identified to deal with the above challenges/issues/opportunities?</p>
<ul style="list-style-type: none"> • Yes – we believe there is more participation with promotion – even though maybe we don't do a good job of it and need to improve – we are not good promoters - Difficult to quantify • General promo not always best • Price, Product, Place & Promotion • Need money to advertise to make more money • There is a lack of time and capacity to market – back to resources – technical directors but no salesmanship • Way more barriers than just financial: - lack of time, transportation, too many options • We're competing against each other for the same kids <p>Strategies/Opportunities:</p> <ul style="list-style-type: none"> • Cross promotion with other sports • Knowing your product “branding” • Need to sell to parents as well as kids • Develop media & promotional strategy – become more relevant through media campaigns • Promote SPORT as a whole – not individual sports • Social Media • Targeted promotion • Direct experience is the best promotion for prospective participants 	

- Material has to hit the target audience
- Celebrate success
- Experiencing sport is fun
- Promote successful sports and champions – bring recognizable faces in – role models – good to see what can be achieved (Negative – cost of bringing in role models)
- Example of successful strategies:
 - “Dream Brokers”
 - Blue Cross – Push To Play
- Try a clinic
- Use a different media
- Need follow-up
- Making use of trends
- Key volunteers
- Build on opportunity to make a clearer association between health outcomes & benefits of sport
- Host major special events (Olympics, etc.)
- Promote “Positive” attributes of sport – More than just a game
- Explore Social Media opportunity
- Athlete “Role Modeling” to increase participation
- Pooling resources to develop generic promotional messages
- Ex: European Sport Club Model
- Central or common ‘messaging’ across Canada
 - People/organizations are trying to say the same things with different ‘messaging’
 - i.e. Participation, ‘In Motion’, blue cross ‘Push to Play’
- The best promotion of sport is to ensure a positive sport experience
 - First time participants
- Sport, recreation and physical activity are all pieces in a larger pie
 - HEALTHY CANADIANS
- Advocacy of benefits
- Promoting successes
 - Professional teams = more interest
- Ability to identify – parents familiar with sport
- Cross promotion between similar sports
- Importance of social media
 - Keeping current
- Experiential promotion
 - Game day activities.
 - Much more of an event than the game.
 - Focus on the experience
- Lower the standard of success – participation at the grassroots is just as important as on the podium
- Sport creates stature and ‘snobbery’ mentality. We need to do a better job of supporting inclusion

- Consult with the audience that you are attempting to attract. 14 year olds that tend to drop out of sport – why?
- Promotion will only increase participation if capacity allows increase interest to be translated to participation and barriers are removed
- Where is promotion taking place and where/how is participation captured
- Participation – recruitment vs. retention
 - Type of promotion differs
- New forms of promotion (social new media)
- Quality product/service
- Providing educational toolkits to promote the benefits
- Gathering leadership skills through participation
 - promoting the success of acquiring leadership ability through experience
- Role models – lead by example
- Sharing success stories
- Asking or inviting others to just try it – personal touch
- How do you fit sport into the many other sectors such as health? Everything is integrated. If you don't have skill/capacity, health won't participate. All the promotion in the world won't matter. It is better to give/invest in the right skills at the right level.

3. Sport Development Priorities

Consultation Interview Questions	Original Survey Questions
<p>Canada's sport development delivery system can be accessed through a number of program and service areas including:</p> <ul style="list-style-type: none"> • Coaches and instructors • Officials • Facilities & equipment • School sport system • Para sport development – inclusion/integration • Training and pathways to employment • Capitalizing on international events • Equity policies • Organizational capacity • Research & innovation <p>3a. Please list in order the top 3 components that you would consider most important in strengthening your</p>	<p>8.0 Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system. (Note: a related question focused on high performance delivery system follows.) Please identify the top five values in order of importance (with 1 being the most important).</p> <ol style="list-style-type: none"> 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 <p>8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p> <p>8.2 Identify the top three components (in order of</p>

<p>organization.</p> <p>3b. Why did you choose those?</p>	<p>priority) in which programming is currently insufficient and/or inappropriate?</p>
<ul style="list-style-type: none"> • Organizational Capacity <ul style="list-style-type: none"> ○ Need strong organizations ○ Volunteers, staff, coaches, officials and equipment ○ Must have the capacity to support the sport and priorities without organizational capacity is doomed to fail. This should impact all the things listed under question #3 ○ Capacity drives many of the other areas. Allows growth in coaching, facilities, programs and services, etc. ○ Financial and human ○ Organizational capacity is the missing link - foundation • Safe, affordable, sustainable facilities <ul style="list-style-type: none"> ○ Reduced fees • School sport system <u>MUST</u> be inclusive, integrated and support fundamental movement development • Coaches and Instructors <ul style="list-style-type: none"> ○ Need to be well trained ○ Need passion & excitement ○ And officials • Training • Grassroots development <div style="text-align: center; margin: 10px 0;">  </div> • Officiating is not keeping up with athletes and coaches <ul style="list-style-type: none"> ○ No own the podium for officials, forgotten! ○ We focus on having enough, not the quality ○ Little development ○ Rules the same – called different • Need to focus on rural development • Assumption that all the priorities listed would increase grassroots • Athlete/participant centered!!!! • <u>A</u> True National Sport Delivery System (not 341 <u>systems</u>) • National/international events <ul style="list-style-type: none"> ○ Legacy it leaves ... facilities, economic ○ Sport tourism ○ Grassroots – want to participate • Equity policy <ul style="list-style-type: none"> ○ Very important because it supports increase in participants ○ Educates to change the culture of sport 	

4. Resources	
Consultation Interview Questions	Original Survey Questions
<p>Organizations need resources (e.g. human, financial, equipment, facilities) to fully achieve their potential in delivering sport programs and services.</p> <p>Please share your current resource limitations and what you are doing to overcome/mitigate/ them.</p> <p>What stories do you have that might be particularly innovative/ creative/ inspiring?</p>	<p>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? (Note that a more detailed question with regard to human resources follows.)</p> <p>10.1 What are some of the current limitations?</p> <p>10.2 What can you do about them or what have you done about them? (See attached document for an interpretation of sport used in the current CSP.)</p>
<p>Limitations:</p> <ul style="list-style-type: none"> • Paying coaches • Encouraging self-sufficiency • Expanding membership base <p>Limitations con't:</p> <ul style="list-style-type: none"> • Unclear priorities of government • Facilities <ul style="list-style-type: none"> ○ Access ○ And equipment– Access to even when they do exist ○ And equipment can be a barrier. Particularly in small communities ○ And equipment – in community these facilities are ‘multi-purpose’ and serve many purposes (i.e. community events, recreation, sport, other). In communities the tax payers/base has to foot the bill. In the day of aging infrastructure, sport opportunities/levels may be limited. Use Pay/Municipal Tax Policies • Capacity – financial and human • Financial <ul style="list-style-type: none"> ○ Generating funds ○ Decreased expenses ○ Capital funding under resourced • Trained volunteers and coaches • Lack of: <ul style="list-style-type: none"> ○ Human resources i.e. volunteers 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Increase core funding • Private support • Partnering with corporate (\$ or in kind) <p>Opportunities con't:</p> <ul style="list-style-type: none"> • Direct/target finances to youth unable to participate because of financial need (sustainable) • Tax considerations/support • Partnering with schools, municipal or prov. Gov't, other sports orgs. • Treat sport & rec facilities like other items: <ul style="list-style-type: none"> ○ No user fees, ○ Don't pay for stuff that doesn't have impact ○ Pay for use of stuff to improve life ○ Recreation tax • Think outside the box for facility usage <ul style="list-style-type: none"> ○ Flexible work hours ○ Non-peak hours ○ Sport schools • Ensure programs and services offered assist with access to participation and don't create barriers <ul style="list-style-type: none"> ○ Don't expect to build something and they will come ○ Ensure that programs allow for success ○ Offer transportation and subsidized

<p>(around events), Board members</p> <ul style="list-style-type: none"> ○ Facilities (or access to) <ul style="list-style-type: none"> – Places to meet & do things in ○ Exposure ○ Financial resources ○ Skilled people (i.e. coaches, officials) ○ Capacity ○ People staff and volunteer, officials, certified coaches ○ Human resources is a challenge but is one of the best successes of sport <ul style="list-style-type: none"> • Not everyone can afford new physical activity initiatives such as “In Motion” programming. Funding required • Negative issues for non-activity • Sport may be for elite, those who can afford <p>Limitations con’t:</p> <ul style="list-style-type: none"> • Sport is “over organized” <ul style="list-style-type: none"> ○ Don’t “play” any more – wait for someone to organize things ○ Have created a monster – how do we get back? • Sport is being asked to deliver more – coaching/grassroots/. Officiating – not just about sport any more • Too much of document lumping sport and wellness together. Either talk competitive or wellness. There is a difference • Fine line for funding high performance vs. grassroots. <ul style="list-style-type: none"> ○ Not sustainable, want to experience more sports ○ Not all agree, some specialize too early. Make the jump to higher level ○ We are leaders but it is also hard to tell parents what to do ○ Focused on Results for funding. Podium results = more cash ○ Triathlon – Simon Whitefield wins – more funding available 	<p>participant fees, etc.</p> <ul style="list-style-type: none"> • Maximize the effectiveness by ensuring ongoing HR support <ul style="list-style-type: none"> ○ Recruitment and retention strategies • There must be financial resources and capacity to support a communication/marketing plan <ul style="list-style-type: none"> ○ Created and delivered • Business development resources <ul style="list-style-type: none"> ○ Time, resources to attract and find potential sponsorship dollars and alternative funding sources
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5. Partnerships and Linkages	
Consultation Interview Questions	Original Survey Questions
<p>a) Meaningful partnerships and collaborations can potentially benefit organizations, communities and who they serve.</p> <p>Please share a partnership or collaborative experience that you felt worked particularly well. It could be with any one in any form (coaches, university sport system, education, provincial body, health, parks & recreation members, parents, etc.)</p> <ul style="list-style-type: none"> • What did it look like? • Who was involved? • How did it happen? <p>b) If you were to identify one key element for successful collaborations and partnerships what would it be?</p>	<p>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?</p> <p>13.1 What are the challenges to improving these linkages?</p>
<ul style="list-style-type: none"> • Willing participants - commitment • Communication <ul style="list-style-type: none"> ○ Open ○ 2-way • Flexibility <ul style="list-style-type: none"> ○ to work outside traditional roles ○ And co-operative ○ To change things – i.e. so kids who are economically disadvantaged have a chance to play • Key people involved • Sharing of support (Mentorship) <ul style="list-style-type: none"> ○ Human & Financial resources • Common interest groups – (including business) • Network Connections • Must be win/win for all partners, mutual benefit ex. sponsors • Common vision and goals • Shared ownership and decision-making • Shared responsibility <ul style="list-style-type: none"> ○ the partnership/collaboration is valued and nurtured by all parties • Coordinated leadership • Trust <ul style="list-style-type: none"> ○ and Respect absolutely vital ○ and honesty 	

- Solid framework/business case
- Shared risk
- Contribution
- Respect
 - Of and for everyone
 - For partnerships and each other
 - For culture
 - For organizations that you are collaborating with
 - For distinct natures of potential partners
- Open mindedness
- We need to research why we work together – evaluation on both the front end – why we should, and on the impact/outcomes
- Ensuring ‘buy in’ from the start
 - It’s a good fit/partnership from the start
 - Must be a good fit to work
 - Energy/commitment from all partners to make it work
 - Attitude – commitment to make it work!
- Understanding roles/expectations of partners

6. Sport as Community Builder

Consultation Interview Questions	Original Survey Questions
<p>Key stakeholders in sport have defined “community building” as partnering with non-sport groups to focus on outcomes related to youth development, health promotion, gender equity, social inclusion and conflict resolution.</p> <p>Describe an example of community building that was most effective?</p> <ul style="list-style-type: none"> • What happened? • What challenges were overcome? • What were the key elements that made it effective? 	<p>14.0 Do you promote sport participation <u>intentionally</u> 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? (See attached document.)</p> <p>14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?</p> <p>14.2 If yes, please share the positive outcomes from your efforts.</p> <p>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?</p> <p>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)?</p>
<ul style="list-style-type: none"> • Connecting kids/youth to positive sport/culture/recreation opportunities (individual circumstances need to be recognized/accommodated) • Creating partnerships that have: <ul style="list-style-type: none"> ○ Credibility ○ Expertise ○ Objectivity (independent) ○ Shared interests/values ○ \$ shared 	

- Goodwill
- Interest
- Long term commitment (sustainable)
- Partnering with expertise that other may have – i.e. Red Cross, Respect Ed
- More integration between Sport, Culture and Recreation
- Using people within the Community to help build the community
- Sporting events generate community capacity by encouraging development and participation – bring in more of the community
- Touching those not familiar with sport
- If it wasn't for non-sport organizations, not many events would happen i.e. Lions Club
- Offers those that do not have a chance to play a way to participate
- Needs Creative thinking – opportunities might not be readily apparent
- Major events potentially generate community business and leave legacies (facilities and equipment)
- Connects people by generating spirit and pride
- Multi-generational connections
- Races/Marathons that support charities
- Good examples of Service Club support & partnerships – Optimist, Rotary, St. John Ambulance
- Partnering with under-represented populations – i.e. Aboriginal community
- Using sport to create awareness and address solutions to community challenges
- Need better government partnerships and collaboration
 - Health and Sport
 - Municipal government and School Boards
- Leadership, champion in the community
- Can't separate sport from culture
- Don't do sport in isolation
- Function of participating is not a focus
 - NEED to change participating as more of a focus
 - Health benefits, social, team building, etc.
- Include non-sport participants
 - Elders, women's groups, men's groups
- School sport builds community pride
- Success builds more success
- Sharing expertise with outside organizations, accepting limitations and delivering humility
- Inspiring community capacity building by sharing ownership of delivery and supporting all those involved through support and flexibility
- Promote organization and educate/awareness
- Challenges
 - Territorial or close minded mentality
 - Top down approach and inflexibility
 - Perception or preconceived notions – lack of knowledge

- Getting the right people involved (i.e. stakeholders, participants)
- Change doesn't happen over night (i.e. how do you eat an elephant? One bite at a time)
- Evaluation – are our programs being effective? Are they achieving the impact that we intended?
- Getting internal 'buy in' – understanding the role of promotion
 - Huskies program. Everyone's Huskies
- Keep kids engaged and active
 - OHL/Ranch Ehrlo
 - Partnerships between groups that saw a need, added structure, capacity (equipment/coaches)
 - Facilities to provide opportunity for kids that they might not have had access previously