

Canadian Sport Policy Workshop – COC Session, Moncton, NB (April 2011)

Feedback – How has the CSP helped the Canadian Sport System?

| Principle | Action | Improvements Required |
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| Provided a common platform for sport programming among Federal and Provincial/Territorial Governments | <ul style="list-style-type: none"> ✓ CSP has the agreement of all levels of government, and has created a willingness among governments to continue a national dialogue on sport. ✓ CSP has provided sport organisations with an opportunity to work with governments toward the fulfillment of the policy. ✓ CSP is seen as a truly national policy, without exception. | <ul style="list-style-type: none"> ➤ The CSP is widely seen as a good start toward the creation of a more sophisticated Canadian sport system – further alignment and functional measurement tools embedded into the future CSP will provide further sophistication to the system. |
| Has provided a stimulus for funding investment in sport at the Federal/Provincial/Territorial levels. | <ul style="list-style-type: none"> ✓ CSP has provided a focus and a framework for politicians to invest in the Canadian sport system today and into the future. ✓ CSP has provided opportunity to sport organisations to try new programming that may fit with CSP objectives but may not have been within their normal realm of programming. | <ul style="list-style-type: none"> ➤ Roles and responsibilities of service and funding providers working within the CSP framework needs to be further clarified and streamlined. |
| Has created a common sport “language” and terminology that is consistent within the sport community and the Canadian population | <ul style="list-style-type: none"> ✓ CSP Pillars have linked all elements of the sport continuum together (Participation, Capacity Building, Interaction, Excellence). ✓ CSP has created a public recognition of LTAD principles and caused thought about the broad base. ✓ CSP has been perceived as a “nation builder” in terms of agreement on common principles. | <ul style="list-style-type: none"> ➤ Alignment of Pillars, and progression of Pillar priorities needs to be re-evaluated. ➤ Success in the Excellence Pillar has fuelled interest in sport as a “nation builder” – next step is to extend the impact of sport into the greater Canadian public domain. |
| Has created the opportunity for stronger NSO and PSO programming alignment throughout the Canadian sport continuum. | <ul style="list-style-type: none"> ✓ CSP has created the opportunity for focus on the HP Pillar, with support at the NSO and PSO level. ✓ CSP has created a more sophisticated level of strategic planning amongst stakeholders – it has aligned communication and understanding of programming principles at all levels of sport programming. | <ul style="list-style-type: none"> ➤ Other CSP Pillars require a greater focus going forward – intent was not to focus on HP to the detriment of other programming areas. |

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Feedback – How has the CSP constrained the Canadian Sport System?

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| <p>The CSP is a broad policy that lacks measurement tools and a national implementation strategy.</p> | <ul style="list-style-type: none"> ✘ The CSP has experienced varied degrees of importance as a policy within the Federal, Provincial and Territorial government ministries. ✘ CSP implementation responsibility varies depending on the Provincial/Territorial ministry assigned for sport, health and fitness. ✘ Individual governments determine their CSP Pillar focus – no national perspective on priorities. ✘ There has not been an effective implementation of the CSP principles at the municipal government level. | <ul style="list-style-type: none"> ➤ The Federal Government needs to recognize the importance of sport and the CSP through the creation of a Ministry. ➤ The Federal Government needs to work with its Provincial/Territorial counterparts to elevate the importance of the CSP within the government machinery, and to promote an equal level of priority provided to sport as at the National level. ➤ CSP II needs to be more reflective of national programming priorities within each Pillar, with respective measurements or “outcomes” embedded in the policy. ➤ Future discussions on the CSP need to consider the opportunity for leveraging of funds and programming from other ministries to support CSP outcomes. |
| <p>The CSP is not inclusive of other sectors of government programming in the areas of health and public policy.</p> | <ul style="list-style-type: none"> ✘ The Participation Pillar within CSP is widely recognized as the least advanced of all Pillars. ✘ The CSP focuses on sport, not on the broader engagement of the Canadian public in health and fitness. CSP programming is delivered through Ministries responsible for “sport”. ✘ The word “sport” inherently creates barriers in the minds of non-sporting people. | <ul style="list-style-type: none"> ➤ CSP II needs to build programming bridges with other government departments toward mutually beneficial outcomes. ➤ CSP II needs to recognize the value of sport in nation building and health/fitness awareness, but must be cognizant of the limitations of the word “sport” in the minds of many Canadians. ➤ Clarity in CSP messaging nationally will create more opportunity for engagement and an inclusive approach to promoting sport, health and fitness generally. ➤ A greater focus on municipal implementation of CSP principles (and measurements) will create greater impact nationally. |

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| <p>The CSP has created artificial and, often, conflicting priorities for sport organisations that are tasked with delivery.</p> | <ul style="list-style-type: none"> ✘ Sport organisations may deliver CSP priorities based upon funding requirements (budget driven) rather than value driven (membership driven). ✘ Lack of consistency in CSP priorities nationally creates confusion and inefficiency in NSO/PSO programme implementation models. ✘ There is not any national implementation strategy for CSP, therefore implementation is up to Provincial/Territorial interpretation. ✘ The CSP is not a core programming priority or principle of discussion within the NSO and PSO organisations. ✘ There is little inter-organisation discussion of the CSP within sport. | <ul style="list-style-type: none"> ➤ Organisations responsible for CSP programme delivery (NSO/PSO/Clubs) need to have a greater voice in determining priorities and implementation strategies. ➤ A more coordinated CSP implementation process will better leverage existing programming funds for sport organisations to deliver on CSP priorities. ➤ There needs to be a greater commitment to sharing of existing “best practices” in sport programming that is of benefit to CSP implementation. ➤ Recognition of international “best practices” can add value to CSP implementation. |
| <p>CSP Pillars are not viewed on an equal basis, both in terms of significance of impact and importance for implementation.</p> | <ul style="list-style-type: none"> ✘ The Participation Pillar within CSP is widely recognized as the least advanced of all Pillars. ✘ The Excellence Pillar has been recognized as the most advanced in terms of implementation, but this focus has also been seen as a detriment to the overall potential impact of the CSP. This focus lends credence to the principle of sport being “elitist”. ✘ The focus on the Excellence Pillar has created a “Silo” approach to the CSP. | <ul style="list-style-type: none"> ➤ CSP II needs to recognize (and continue to support) the advances in programming within the Excellence Pillar, but needs to link those advances to benefit programming development in the other Pillars. ➤ Pillar alignment and effective measurements of implementation success will help define the role of the CSP in sport and Canadian public life. |

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The top 5 principles or messages to be communicated to build the best policy ever (listed as recorded by the Workshop groups):

1. Bring all the stakeholders to the table
2. Create a comprehensive framework or strategy that makes the connection between sport and health/social benefits
3. Clarify roles and create synergies between municipalities, universities, schools, NSO's, PSO's, etc
4. Clarify the roles of sport funding parties
5. Streamline the administration of the sport system

1. Sport policy is much more than HP – must include all stakeholders (health, municipalities, etc)
2. Sport policy should include language around accessibility (barrier free sport), physical activity and mass participation
3. The CSP benchmark should “benchmark” with best practices worldwide – research based
4. The CSP vision for the future is to create a better society, with sport as part of culture – aim high – must be transformative
5. Full engagement of all government partners

1. Integration of the whole system – HP to grass roots, health, sport, fitness, crime prevention
2. Have to be at decision making table internationally
3. Inclusive of ALL sports (not just Olympic)
4. Current structure not set up for success (Heritage Canada, FPT jurisdictions)

1. Athletes/Coaches/Officials need to be actively referred to in the policy
2. Importance of having municipality, P/T, school boards and other key stakeholders at the table – recognize that there are significant links between other sectors (health, education, crime prevention, new populations, etc) and need to be built into the plan

1. Change the vision to be more aspirational – sport as a nation builder
2. Be more broad based – not as singular focused (ie: high performance)
3. Include non-targeted sports – what is the plan beyond just the support of targeted sports and/or disciplines
4. Use of the Pan Am Games to better the sports that are involved in the Games and who may not be on the sport radar at this time
5. Sport needs to be better profiled – prominent and relevant to all Canadians – the heroes today inspiring the hopefuls of tomorrow

1. Defining the balance between participation and high performance
2. Addressing the gap between policy and implementation
3. A Minister for Sport and Health federally to align policies
4. Sport aligned with Education provincially for implementation

1. Health link (stats, facts to convince sport/physical activity offsets health costs)
2. Nation building (helping sport define Canada) – sport impact on nation building
3. Engage other sectors (education, municipalities)
4. Proof! Measuring system – metrics – cause and effect – show impact
5. Made a difference – making a difference – increase participation rates

1. Totally inclusive implementation
2. Linkage and buy-in to municipalities, universities, social, education (horizontal – non sport) and vertical (sport)
3. Metrics should include health targets and impacts
4. Sport as a nation building tool. Fostering national pride – identity tool

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5. Canadian Sport For Life as the backbone of the policy

1. Identify clear pathways for all sports
 2. Sport policy – not a HP policy
 3. Look at long term
 4. Ensure world class community level program
 5. Roll HP vision into community level: don't sacrifice one for the other AND include all segments
 6. Benefits, research/data, and communication that will feed alignment
 7. Identify who truly owns the CSP
 8. We must ensure vertical and horizontal buy-in of the CSP. Articulate the leadership and accountability measures. Communicate (sell) throughout society
 9. Ensure compliance with stakeholder requirements (uniqueness)
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Priority ranking of system components for high performance programming in the Canadian Sport System (individual votes from workshop participants)

Chart Ranking: Top Priority for Focus/Currently Insufficient (to) Lowest Priority for Focus/Currently Sufficient

| Title | High Priority | Medium Priority | Low Priority | Comments |
|---|---------------|-----------------|--------------|---|
| 1. Coaches and Technical Leadership | 21 | 17 | 11 | <ul style="list-style-type: none"> • Must be clearly articulated in the CSP • Viable and desirable career path • Quality of coaching must be seen as a necessary element from beginning to end (elite coaches must be recruited and developed like athletes) |
| 2. Organizational Capacity and Sustainability | 23 | 6 | 15 | <ul style="list-style-type: none"> • Professional development opportunities for NSF staff with equal opportunity to participate (so that opportunity is not limited by NSF financial resource) • If NSF's cannot develop long term strategic plans with funds available to fulfill the plan, it is very difficult to get the appropriate staffing. |
| 3. Athlete talent identification, recruitment and development | 12 | 11 | 12 | <ul style="list-style-type: none"> • Need to develop a series of recruitment strategies/events (use international best practice) – NSF driven/identified. • Activation of Physical Education • Dedicated or educate PE teachers on sport streaming/talent ID/LTAD • Develop component categories/standards to assist in talent ID (Participation testing to stream). • Road map (resource tool) for emerging athletes. |
| 4. Integrated Athlete, Coach, Officials development pathways | 11 | 12 | 8 | <ul style="list-style-type: none"> • Federal policy direction to each level of sport: Prov/Terr Gov't to P/TSO's, municipal governments to clubs. • Make sure all levels of sport are aligned and understand their responsibility in the development pathway. • Align priorities and philosophies at all levels (including funding agencies) • Where do school systems fit into the pathway? • Where do parents fit into the pathway and what is their role in determining what is best for their child? |
| 5. Training and Competition | 3 | 13 | 8 | <ul style="list-style-type: none"> • Create increased opportunity and integration of domestic training groups in clusters of multi-sports (Institutes). • Facilitate opportunities for multi-sports to access Canadian teams at international training bases (and support services). • Reduce international travel and other costs by finding economies of scale. |

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| | | | | <ul style="list-style-type: none"> • Joint training opportunities with other key countries. |
| 6. Direct athlete/coach support and incentives | 3 | 4 | 7 | <ul style="list-style-type: none"> • Keep pace with the cost of living. • Add Officials to the title. • Keep focused – don't dilute the high performance system. • Streamline the system (more resources on the ground, less to bureaucracy). |
| 7. Facilities and Equipment | 1 | 6 | 5 | <ul style="list-style-type: none"> • Ensure Federal infrastructure programs include eligibility for sport facility development. • Don't rely on Major Games for facility development (build facilities, then bid for Games). • Provide PSO/MSO standards for any new facilities/refurbished facilities (sport driven, not structurally driven). • Establish policies for use and access to existing facilities (schools/rec centres) for high performance sport. |
| 8. Sport Science, Sport Medicine and Technology | 0 | 3 | 5 | <ul style="list-style-type: none"> • Develop Canadian Sport Institutes. • Develop and support a new generation of sport practitioners. • Link with University and High Performance Sport educators. • Support a career path for Sport Scientist/Sport Medicine practitioners. |
| 9. Hosting of International Events in Canada | 0 | 1 | 3 | <ul style="list-style-type: none"> • Hosting is a critical vehicle to achieve high performance goals. • Increased quota of Canadian athletes and officials participating in international events. • Enhances capacity, increases awareness, increases volunteer pool, increases number of available facilities for high performance sport. • Incentive for government investment (facility is the legacy). • Legacy equals continued financial investment in sport. • Increases exposure for the Canadian sport system – athletes become heroes. • Strategy for hosting needs to fit with the CSP. |
| 10. Research and Innovation | 1 | 0 | 0 | <ul style="list-style-type: none"> • Have to create a vision for research and innovation programming. • "Top Secret" program for Vancouver was a "game changer". • Innovation and research/development has to be evidence based. • Plan has to gain credibility with sport decision makers. |