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2010 and Beyond Panel  
Dr. David Zussman, Chair  
Panel Secretariat  
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Dear Panel Members,

In the spirit of value co-creation, I submit this brief on behalf of the Centre for Sport Capacity (CSC) at Brock University. It is hoped the focus will resonate with the Panel and find commonalities with other idea champions who took the time to share their thoughts with you.

The CSC strives to build capacity within sport organizations. Specifically, the words sport capacity building are meant to describe the components of creating an effective system of organizations and individuals driving successful initiatives through helpful policy and procedures, and current, efficient infrastructures. The system of organizations involves an array of community and local/provincial/national organizations that may be nonprofit, public, or commercial in nature. Capacity building in this context includes understanding and improving the capabilities (abilities and skills) of a vast spectrum of both employees and volunteers who form a critical part of the face of the system.

Our efforts to build capacity within amateur sport emphasize the fundamental principle of sustainability. The ongoing renewal, regeneration and revitalization of the amateur sport system is critical to its continued and increasing strength and relevance.

To that end, the CSC believes the time has come for a strategic and intentional investment in the professional expertise of the amateur sport workforce.

A great deal of time and resources has been invested in on-the-field performance, namely, the development of athletes, coaches and officials. Unfortunately, the same cannot be said for off-the-field performance where amateur sport managers and volunteers are in need of similar support from all amateur sport stakeholders within the public, nonprofit or commercial sectors.

Much more can, and needs to be done to build the human resource capacity of the amateur sport workforce.

To draw an analogy - the current Canadian Sport for Life movement promotes the physical literacy of individuals for both healthy life long enjoyment and sporting success through a Long-Term Athlete Development Approach (LTAD). Efforts to improve off-the field performance should adopt a similar approach, aptly named Long-Term Workforce

Development (LTWD) that promotes the professional literacy of managers and volunteers throughout the full span of a career path.

A vibrant sport system must have talented leaders and this will only be achieved through a multi-faceted approach involving various learning initiatives. The CSC builds upon Brock University's considerable strength in and commitment to sport management professional development. Faculty areas of expertise and practical experience span sport organizational behaviour, human resource development, sport marketing, public-private partnerships and alliances, sport and law, event management, community sport development, leadership, and change management. The CSC is ready, willing and able to be an active partner in building amateur sport workforce capabilities.

The CSC welcomes any opportunity to discuss our ideas with you in greater detail. Hopefully, you will identify synergies with other submissions and significant momentum to support a 'professionalization of the workforce' agenda will emerge. The CSC is eager to join other early thinkers who wish to build human resource capacity within the Canada amateur sport workforce.

Respectfully submitted on behalf of the CSC and its members,

A handwritten signature in black ink, appearing to read 'Julie Stevens', written in a cursive style.

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