

# SUMMARY REPORT

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## Canadian Sport Policy Renewal Consultations with the National Sport Community and Related Sectors

**Hosted by Sport Canada**

In collaboration with:  
Sport Information Resource Centre  
Sport Matters Group  
Canadian Olympic Committee  
Own the Podium

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## Executive Summary

### Purpose of this Document

This document is intended as a summary of the key messages that emerged during the Canadian Sport Policy (CSP) Renewal Consultation sessions held with representatives of the national sport community and related sectors in Vancouver, Calgary, Montreal and Ottawa in June 2011. It is intended to serve as a reference document for workshop participants and to inform the renewal of the Canadian Sport Policy. The list of participants is available in the consultation reports that were prepared for each session.

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

### Background and Context

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

The national consultation on the Canadian Sport Policy Renewal was organized by Sport Canada, in conjunction with the Sport Information Resource Centre (SIRC), the Sport Matters Group (SMG), the Canadian Olympic Committee (COC) and Own the Podium (OTP) to:

1. obtain information from Canadians in general as well as targeted populations on issues related to the content of the new Canadian Sport Policy;
2. continue the process of engaging the sport community in the development of the new policy; and
3. engage targeted non-sport sectors in the development of the new policy.

The meeting Agenda can be found in Appendix A.

### Key Messages

A number of high-level messages emerged throughout the consultation sessions. In general, participants did not suggest radical changes in priorities from the first Canadian Sport Policy. Participants spoke to the direction the first policy provided, the progress that has been made and the need to build on what has been achieved. They suggested enhancing the overall integration of the sport system and providing for greater alignment between all stakeholders. There was consensus on the need to better define roles and responsibilities of federal, provincial/territorial, municipal and other key non-government stakeholders in the sport system in order to maximize resources, prevent duplication of effort and address gaps in programming. Many participants felt that enhancing coordination between stakeholders could result in more effective use of facilities, improve athlete development pathways and talent identification.

Participants from across the country emphasized the need to ensure the renewed policy is relevant and meaningful for all Canadians. A lot of interest was expressed in building the participation base from the community level up. Participants strongly encouraged doing this in partnership with community groups. They emphasized the need to make sport more accessible and to remove barriers to participation, especially for under-represented groups.

Participants across Canada agreed the Canadian Sport for Life model created a "buzz" and increased interest within the sport system. It has been revolutionary for the Canadian sport system because it has changed the philosophy and culture of many sport organizations. Many sport organizations are now increasingly focusing on growing the participation base in Canada in addition to targeting athletes at the high performance level. In addition, many

participants across Canada felt that the principles for long-term athlete development should be used as a foundation for all activities in the sport system.

Most participants felt that Canada's athlete performance objectives should be to win medals and podium results at the international level or at the highest level of competition within each sport. They suggested Canada should continue to set bold performance goals and work towards an improved medal count at major games. It was noted that the high performance system has been much improved since the first round of policy, but suggestions were made to continue to fine-tune and improve all aspects of the high performance environment to support Canadian athletes. Participants felt that developing coaches and technical leadership should be a top priority for the high performance delivery system in Canada. The need to clearly define the scope of high performance and improve clarity around roles and responsibilities at both national and provincial/territorial levels was also highlighted.

Participants indicated that recruiting, developing and retaining coaches and instructors should also be the top priority for the sport development delivery system across Canada. There was some concern that the Canadian sport system is too reliant on volunteers.

There was consensus across Canada that the school sport system is an area of sport development in which programming and services are currently insufficient. Participants highlighted the need to demonstrate the value of sport to the education system to obtain their buy-in and enhance sport delivery in schools. They also emphasized the need to engage participants in sport activities at an earlier age by increasing the quality and quantity of physical education programs available during and after school at the primary school level.

## Conclusion

The input gathered through these four consultations with the national sport community and related sectors will assist in the renewal of the Canadian Sport Policy. For this policy to be successful, it will need to resonate with and engage Canadian at all levels across the country. It will be important to develop a common vision and goals for the sport system, while at the same time taking into account differences among sport and across the country. It is critical for everyone to be involved in the process and have the opportunity to provide input to ensure all Canadians can buy into the implementation of the sport policy.

A summary report of each consultation session is available to the public on the SIRC website.

## SECTION 1: Getting Started

### 1.1 Improving the Canadian Sport Policy

At the beginning of each consultation session, participants were asked to identify one thing they would do to improve the Canadian Sport Policy. The following key messages emerged from across the country:

#### Communication

- Increase communication on the purpose and role of the Canadian Sport Policy to develop more integration between relevant players in the field.
- Create more linkages and improve communication at all levels (federal, provincial, territorial, municipal) and with more fields (health, wellness, education).
- Ensure the policy is clear, concise and easy to understand by all and promote it to achieve maximum buy-in and implementation at all levels.
- Ensure the policy is well understood at the community-level.
- Develop simple messaging to clearly communicate what sport can do for society, with the intent of mobilizing all Canadians around a more active lifestyle (e.g. create a call for action).
- Promote the benefits of the long-term athlete development (LTAD) model.
- Establish Ministers for Sport at the federal and provincial levels to champion sport issues.

#### Participation

- Promote increased sport participation and physical activity at an earlier age.
- Find a balance in focus between high performance sport and sport development.
- Demonstrate the links between physical activity/sport and health, productivity and brain health to encourage greater participation of Canadians in an active lifestyle.
- Engage youth and adults into sport and other physical activities more systematically.
- Focus on enabling all Canadians to participate in sport at all levels from grassroots programs to the highest levels of competition.
- Improve participation opportunities for Canadians with a disability.

#### Collaboration

- Enhance overall integration of the sport system and provide for greater alignment between all stakeholders (e.g. municipal, provincial, federal, sponsors, etc.) in order to maximize human and financial resources.
- Clearly define the roles and responsibilities of stakeholders, especially NSOs, COC, OTP, Sport Canada, CAC, and PSOs, using LTAD as a framework.
- Create better linkages between stakeholders in the athlete development pathway.
- Ensure that municipalities are consulted and committed to implementation.
- Establish stronger linkages with health and wellness initiatives to present sport as part of a unified front.

#### Inclusivity

- Ensure the policy is relevant and meaningful for all Canadians (inclusive of minority, under-represented and low income groups, Canadians with disabilities, etc. ) at all levels of the sport system (local, regional, provincial/territorial and national).
- Identify practical, specific, measurable outcomes with associated timelines for gender equity in the Canadian sport system.
- Clearly define the core values that should drive all aspects of Canadian sport.
- Make sport fun and accessible and remove barriers to participation.

#### School Sport System

- Demonstrate the value of sport to the education system to enhance sport delivery in schools.

- Increase the quality and quantity of physical education programs during and after school at the primary school level.
- Ensure there is a physical education teacher in every elementary school in Canada.
- Align university curriculums with the needs of the sport system.
- Improve health education and prevention strategies for youth with regard to substance abuse, doping and the use of illicit drugs.

### Capacity

- Focus on information-sharing so organizations can learn from each other.
- Create a common vision for sport in Canada and ensure resources are in place to implement this common vision over time.
- Encourage greater collaboration between partners to streamline processes and procedures.
- Align funding of local program delivery.
- Invest more resources at the municipal and provincial levels to address capacity issues and assist with implementation challenges.
- Improve support and services to coaches to further their education.

### Other

- Integrate research into the policy process to ensure the policy is evidence-based.
- Develop performance measurements to evaluate the success of the policy.

## SECTION 2: Why Sport?

During this exercise, participants were invited to interview colleagues at their table on the following themes: promoting participation in sports, defining a quality sport experience, increasing participation of under-represented groups, and community-building and non-sport objectives. Six rounds of brief one-on-one interviews allowed participants to respond to questions on each of the 4 themes. Following the interviews, participants were invited to analyze key findings and prepare for a report back to plenary. Key messages that emerged from this exercise are listed in the sub-sections below.

### 2.1 Promoting Participation in Sports

Participants were asked to identify the reasons for their organization's interest in promoting participation in sport. The following key reasons emerged:

- **Healthy living:** Sport promotes an active lifestyle, increases activity levels and improves the health, wellness and strength of the Canadian population.
- **Participation:** One of the key reasons identified was related to increasing sport participation at all levels. There was also a strong belief across the country that participation in a safe, inclusive sport environment improves the quality of life for many Canadians, including disadvantaged groups, newcomers to Canada, persons with disabilities and others.
- **Community-building:** Sport is an effective tool that enables all aspects of community-building by promoting community values, supporting personal, social and leadership development at all levels, removing barriers to social inclusion and facilitating the integration of all individuals in a community.

### Challenges and Issues

Participants identified the following challenges affecting the efforts of organization across Canada to promote and increase participation in sport:

- **Limited capacity** related to insufficient number of volunteers, qualified staff, coaches, high performance experts and facilities. The limited availability of funding, as well as community and volunteer fatigue, also contributes to this challenge.
- **The cost of sport participation** continues to be a major challenge from the standpoint of equipment costs, user fees and facilities costs. The financial burden of participating in sport also continues to be a significant challenge for a significant portion of the Canadian population.
- **Fragmentation of the sport system** in Canada related to jurisdictional issues and a lack of alignment in the vision and objectives of PSOs, NSOs, sport clubs, schools and other partners.
- **Poor visibility and lack of awareness** (especially from parents) of specific sports and the value of sport.
- **Insufficient focus on physical literacy** and decreased physical education programs in schools across Canada, with the exception of the province of Québec.
- **Need for greater accommodation of diversity**, gender equity and inclusion of those with disabilities.
- **Need to better balance sport for recreation with sport for competitive purposes.**

### Strategies

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

- **Clearly define the roles and responsibilities of all relevant stakeholders and partners.** Encourage greater collaboration and more linkages amongst stakeholders, especially with municipalities. Develop common goals and coordinate planning. Adopt an integrative and collaborative approach to the sport delivery system to ensure a more seamless pathway for participants, regardless of when they enter the sport system and how long they stay. Align policies and resources in the sport system.

- **Establish communication pathways and foster innovative partnerships with schools** and school boards. Make greater use of existing school facilities for physical activity and sport programs.
- **Implement a web-based social media strategy** and use social media tools to promote the benefits of an active lifestyle and greater participation in sport.
- **Develop mentorship programs** for volunteers, boards, coaches, officials and staff to increase capacity in the sport system. Provide guidelines and resources to support knowledge transfer.
- **Develop an active strategy to engage under-represented groups.** Offer subsidies for recreation programs to help address gender equity issues and the inclusion of those with disabilities in sport.
- **Promote cross-sport recruiting.**
- **Obtain buy-in for the CS4L framework** from individuals, schools, sport clubs and community organizations.
- **Encourage higher coaching qualifications** at the entry level.
- **Invest in facilities,** equipment and infrastructure.

## 2.2 Defining a Quality Sport Experience

Participants across the country were asked to define a quality sport experience. The main theme that emerged throughout the consultation sessions was that a quality sport experience should be a fun, positive, enjoyable, age-appropriate experience that keeps participants coming back. In addition, participants felt that a quality sport experience should include the following:

- A safe, secure, welcoming environment.
- Quality instruction and coaching.
- Opportunity for personal development and to learn new skills. Opportunity to set personal goals and access to support to achieve them.
- Well-defined participant needs that are aligned with clear program objectives to ensure a right fit.
- Clear values that are well-defined and reflected in the daily sport environment.

### Values

The following top values were identified throughout the consultation process as values that should define sport as practiced on the field of play in Canada:

- Fun and enjoyment.
- Fair play, ethical conduct and respect.
- Accessibility and inclusiveness.
- Excellence.
- Personal development and achievement of personal goals.

### Current Barriers

The group identified the following current barriers to achieving a quality sport experience:

- **Lack of awareness** of sport, the value of sport and the CS4L model. Insufficient information, awareness and education on sport generally, but also specifically with regards to parents. In addition, organizers, including parents, leaders and coaches, often lack understanding on how to support a quality sport experience and sustain a positive environment.
- **Leadership capacity** is a key element of designing and implementing a quality sport environment. There is a lack of qualified coaches, administrators and officials throughout Canada. There is also a spectrum of issues related to the quality of leadership at every level of organizations. Many coaches at the grassroots level are parent volunteers who may not have the appropriate education and training required to coach. Furthermore, there are conflicts of interest within the leadership framework between parents, coaches and leaders.
- **Poor access to facilities and equipment** due to insufficient, inadequate or unsafe facilities and venues.
- **Insufficient financial and human resources.** Funding is sometimes inconsistent.

- **Disconnect between stakeholders** in the sport system related to a lack of alignment and cohesion.

## 2.3 Increasing Participation of Under-Represented Groups

Participants were asked whether efforts should be made to increase the participation of under-represented groups in sport. There was some disagreement on whether or not efforts should be made to increase the participation of under-represented groups in sport, but the majority of participants across Canada agreed that efforts should be made. The concerns of those opposing such efforts were mainly related to the need to focus efforts on the broader population. Those promoting efforts to increase the participation of under-represented groups indicated that sport is a right not a privilege and that all Canadians should have the opportunity to enjoy the benefits of sport. They also suggested that sport participation should reflect the diversity of Canadian society. In addition, many participants noted that sport organisations can increase their participation base by targeting under-represented groups, and that inclusivity in sport will help to reduce overall cost to the health, education and judicial systems in Canada.

Participants recommended targeting efforts at youth, adults, newcomers to Canada, ethnic and aboriginal groups. They emphasized the necessity of identifying and addressing the needs and barriers to participation of under-represented groups, and cautioned not to overemphasize one group at the expense of another. It was also noted that under-represented groups are often financially burdened. Promoting flexible programming was suggested to help address this barrier to participation. The following strategies were suggested to identify target groups:

- **Partner with organizations** that are already reaching or delivering services to under-represented groups.
- **Engage students and parents through schools** to identify the interests and barriers to participation of specific groups.
- **Leverage statistical and qualitative research** on non-participation, barriers and motivations of under-represented groups, through census and national household surveys to develop a better understanding of which groups are not participating in sport and why. Analyze trends and data collected by Stats Can and through Canadian Fitness and Lifestyle Research Institute (CFLRI) surveys.
- **Use social media channels** and tools to engage under-represented youth in sport activities.
- **Ask sport organizations** and Recreation Directors to develop participant and non-participant profiles. Develop outreach attitudes, programs and strategies for non-participants based on these profiles.

## 2.4 Official Languages

Participants were asked whether their organization offered programs and services in both official languages. Although several national sport organizations noted they did offer programs and services in both official languages, many organizations at the provincial and local level indicated they did not. The biggest challenge identified was related to the high cost of translation and interpreters, and the already limited availability of human and financial resources to run programs. A lack of expertise in translating sport terminology was also identified. Many felt it was not realistic to offer programs and services in both official languages because of the heavy reliance on volunteers in the sport system, many of which are unilingual. In addition, simultaneous translation can be especially difficult for organisations that are posting real-time updates on websites, blogs, forums and social media channels such as Facebook and Twitter.

Because Canada's two official languages are not necessarily the predominant ones in all Canadian communities, most participants agreed there is little demand for services to be offered in both official languages and that that this should only be done if there is a recognized need to do so in a community.

## 2.5 Community-Building and Non-Sport Objectives

Some see partnerships between sport organizations and non-sport organizations as a means to pursue community building/non-sport objectives while simultaneously leveraging resources and accessing new audiences to increase sport participation. Participants were asked whether their organization promoted sport participation intentionally for community-building objectives and if so, what benefits or positive outcomes came from these efforts.

Various views emerged on this issue throughout Canada. Although many organizations indicated that they promote sport participation intentionally for community-building objectives, the main objective of national and provincial

sport organizations is the promotion and support of sport in general, and community building is not directly mandated. Some examples of organizations that use sport as a tool for community-building purposes include:

- The Canadian Paralympics Foundation uses sport to connect their participants to the community at large. Through sport, these participants get a sense of belonging, inclusion and community.
- The Canadian Association for Advancement of Women and Sport (CAAWS)'s National On the Move initiative is designed to increase the participation of inactive girls and young women in sport and physical activity.
- The Jays Care Foundation has been empowering children and youth in need, inspiring them to make positive choices and helping them realize their dreams by providing access to programs that support physical activity, education, and life-skill development.
- The Jane/Finch community development program uses tennis as a tool for community development in high risk communities.
- The Calgary Sport Tourism Authority bids for events (to be hosted in Calgary) that offer significant promotional opportunities, provide community legacies and stimulate economic activity.
- More Sports is a collaborative sport programming initiative in Vancouver has a special focus on under-represented groups.

Several sport organizations indicated that they partner with non-sport organizations, including community and school groups, universities, health centres and associations, rehabilitation centres, municipalities, and not-for-profits, in their pursuit of community-building objectives. Some examples of intentional partnering include:

- The True Sport Community Fund has partnered with the J.W. McConnell Family Foundation to use values-based sport as a tool to build community strengths and create thriving communities.
- Partnership between Motivate Canada and aboriginal communities, where sport is used as a tool for community development.
- Partnership between the Red Cross and municipalities.
- Synchro Canada leverages its membership to raise awareness for Breast Cancer.
- The Department of National Defence (DND) and Soldier On assist in the rehabilitation of wounded soldiers.
- RONA, COC and VANOC offer sport participation opportunities for youth at risk.
- In the area of coaching, there are community leadership programs and youth leadership programs that have positive impacts in communities, as well as programs that target new immigrants.

## Benefits

Participants indicated some of the benefits of partnering with non sport organizations include promoting more sport awareness, leadership development, sharing resources and information, increasing participation in sport and increasing the health and quality of life of community members. The group agreed that sport connects participants to the community at large through positive social and cultural experiences, and that many participants get a sense of belonging and inclusion through sport.

The ability to produce social change was identified as another major benefit of partnering with non-sport organizations. Participants specifically noted that partnerships between sport groups and the education sector could help prevent obesity by increasing the health and wellness of Canadians. Participants also highlighted that hosting Multi-sport Games, whether at the international, national, provincial or regional level, drives economic impacts, volunteer development, leadership development and corporate engagement in a community.

## Challenges

In principle, most participants agreed that using sport as a tool for community-building is a positive way to affect change in society, but they noted most sport organizations have their hands full serving their membership and simply do not have the capacity to engage in these activities. Challenges that can emerge in partnerships between sport and non-sport organizations include limited human and financial capacity, cultural and language barriers, differing organizational mandates and lack of awareness of existing opportunities. It was noted that although achieving consensus in these partnerships takes time, the benefits of partnership are multi-fold once relationships and partnerships are established.

## SECTION 3: High Performance

### 3.1 Objectives

Participants were asked to identify what Canada's athlete performance objectives should be in high performance sport. Many participants across Canada emphasized that the objectives should be inspirational and suggested that athletes be involved in setting the objectives. The general consensus was that Canada's athlete performance objectives should be to win medals and podium results at the international level or at the highest level of competition within each sport. Rather than a win-at-all costs approach, this should be a values-based, athlete-centric one that protects the overall health and well-being of athletes so that they can reach their full potential and achieve their best ever personal performance at major games or world championships. The need to provide a performance environment where "Canada's best can be the best" was also highlighted.

Most participants stressed the need for a clear and common definition of high performance at the provincial and national level. The importance of goal-setting was also highlighted as it galvanizes the sport community. In addition, participants noted each sport should have its own objectives and intermediate targets to measure whether or not they are on track. The following factors are most likely to make a significant difference in reaching the above-stated objectives:

- Greater access to facilities and equipment, particularly at the provincial and local levels.
- Integrated pathways for excellence and development opportunities for promising athletes.
- Functional, integrated leadership expertise at all levels of high performance.
- Better alignment of strategies at all levels to address gaps and reduce barriers.
- Creating the conditions for high performance coaches to be recruited and retained in Canada.
- Coaching development opportunities and a high level of coaching performance.
- Support for coaches, trainers, technical officials and other support staff.
- The development and implementation of the CS4L model across all sports.
- Hosting events in Canada for socio-economic, community-building and sport benefits, as well as to increase competitive opportunities in Canada.
- Better marketing and outreach to children and youth.
- Sustainable, long-term government funding at all levels. The sport community first needs to demonstrate the value of sport to governments to obtain this.
- Celebrating Canadian athletes in the media so they become icons to the Canadian public.
- Increasing the profile of high performance sport through a national media communication plan.
- Daily quality training environment (e.g. training, qualified coaches and adequate facilities).
- Building on facility legacies from the hosting of major games.

The following strategies were suggested to reach these objectives:

- Leverage the taxation system to support high performance (e.g. allow tax credits for coaches and athlete training needs etc.).
- Get municipalities on board by helping them to understand how they fit into the high performance system and the contributions that they can make (e.g. facilities sharing agreements).
- Allocate more resources at the community-level to establish a greater participation base.
- Set performance objectives that are aligned with national team goals at each level, within each sport and each jurisdiction.
- Strengthen linkages between entry-level sport and the high performance stream.
- Coordinate delivery at all levels so that specific roles and responsibilities are clearly assigned to avoid duplication of effort.
- Invest more in women's sports.
- Ensure a quality sport experience so that more athletes will remain in the system.

### 3.2 High Performance Delivery System

Participants were asked to identify their top five priorities for the high performance delivery system. Coaches and technical leadership emerged as the top priority across Canada. Other top priorities that emerged across the country include:

- Athlete talent identification, recruitment and development.
- Integrated athlete development pathways.
- Training and competition.
- Organizational capacity.
- Facilities and equipment.

Sport science, sport medicine and technology, as well as the hosting of international events in Canada, were two other key priorities for participants in Montreal.

#### Sufficient programs and services

There was consensus across Canada on the following two areas in which programs and services are currently sufficient:

- Hosting of international events in Canada.
- Sport science, sport medicine and technology.

Participants in Calgary and Montreal identified direct athlete support and incentives as an area where programs and services are currently sufficient, while those in Vancouver put the emphasis on research and innovation. Participants in Ottawa felt that facilities and equipment was an area that was sufficiently addressed.

#### Insufficient programs and services

Coaches and technical leadership emerged as the top area across the country where programs and services are insufficient. Athlete talent identification was also identified as an area of insufficient programming in Vancouver, Calgary, Montreal and Ottawa. Organizational capacity and sustainability emerged as a top insufficient area in Ottawa and Vancouver.

Participants from Montreal identified sport science, sport medicine and technology as an area in which programs and services are currently insufficient. Participants in Calgary also identified integrated athlete development pathways as such an area.

### Strategies

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

#### Coaches and technical leadership:

- Ensure qualified coaches are available at the grassroots level to build athletes' fundamental skills.
- Develop mentorship programs and workshops with world-class coaches for Canadian high performance coaches, especially top female coaches.
- Make a greater financial investment in coaching development and technical leadership.
- Offer more education and training opportunities for coaches.
- Prioritize the development of curriculums for coaches and leaders.
- Develop better coaching education tools.
- Establish better support systems for female coaches.
- Develop clear roles and responsibilities for coaches and volunteers at the club level.
- Ensure a better pathway for employment of coaches at all levels. Ensure more stability and predictability in coaching positions to make it a more viable employment opportunity.
- Identify ways to engage athletes at the end of their playing career and encourage them to pursue coaching at the grassroots levels.
- Reduce the cost of coach training as it often a prohibiting factor, especially for athletes wishing to pursue coaching as a career.

- Invest proper funding to attract top-level international coaches.
- Make use of bilateral agreements to address the need for more coaches.
- Ensure there is an appropriate pay scale that attracts the very best coaches.
- Hire more full-time coaches below the national team level.

#### **Athlete talent identification, recruitment and development:**

- Improve coordination between provincial sport organisations and national sport organisations on athlete talent identification.
- Take a more collaborative approach with sports at the community level to identify and stream athletes.
- Begin athlete talent identification at the school-age level.
- Support multi-sport clubs so that children can develop competencies in several different sports.
- Ensure a better connected system to move athletes from the playground through to the podium.
- Connect with schools and allow physical education teachers to tap into the larger sport system when they have talented athletes.
- Make sure parents know who to contact if they have a talented child.

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

- Improve overall organizational capacity in every facet of the organization.
- Support more efficient and effective governance models.
- Ensure sustainable and multi-year funding for planning purposes.
- Maintain the right balance between paid staff and volunteers.
- Maintain a vibrant volunteer base.
- Provide training for Board members.
- Share best practices between partners.

#### **Integrated athlete development pathways**

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

#### **Sport Science, sport medicine and technology:**

- Invest more money on research and innovation.
- Establish partnerships with universities.
- Demonstrate how research on sport can benefit the broader Canadian society.
- Secure NSERC funds for sport research.
- Offer tax incentives for sport research.
- Demonstrate how top-level sport research drives innovation in day-to-day activities and products.

### **3.3 Roles and Responsibilities**

#### **Roles of federal and provincial/territorial governments**

Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. Participants were asked whether there was a need to define the respective roles and responsibilities of the federal and provincial/territorial governments with regards to high performance sport. There was consensus on the need to better define these roles and responsibilities in order to maximize resources, prevent duplication of effort and address gaps in programming. In addition, there was agreement on the need to develop a common definition of high performance sport before defining stakeholders' roles and responsibilities. Participants identified the following areas where defining roles and responsibilities would be beneficial:

- Aligning funding frameworks provincially and nationally to create stronger focus.

- There is a need for all levels of government to unite around the Canadian Sport for Life (CS4L) and LTAD methodology for high performance sport to increase overall system coherence and better define roles and responsibilities.
- Need for better alignment between federal and provincial sport systems and bureaucracies to address issues related to the need for long-term athlete development programming, objectives and funding.
- Bilateral agreements between FPT governments for high performance sport based on a gap analysis so the system can promote athlete development in a consistent way.
- Facility strategy linked to major event hosting (O/P Games, Canada Games, Provincial Games).
- Facilities construction, maintenance and access.
- Athlete support along the athlete development pathway (at the community, provincial, national and international levels).
- Policies for high performance coaches are currently inconsistent at the provincial level.
- Need for champions (Federal and Provincial Sport Ministers) to carry the flag at all levels and to build and promote the Canadian sport brand so that governments get some recognition and reward for their efforts.
- Need to engage the municipal level more in the sport system.
- Provincial contribution toward national objectives and alignment of programming and funding towards those objectives (coordination of FPT funding across specific levels of LTAD).
- Improved employment conditions for coaches to improve retention.

### Roles of other key non-government stakeholders

Participants were asked whether there is a need to define the respective roles and responsibilities of other key non-government stakeholders with regard to high performance sport. Although some felt the roles and responsibilities of key non-government stakeholders are reasonably clear, many participants agreed there is a need to better define the roles and responsibilities of these stakeholders to address gaps and overlaps in the programming between NSOs, PSOs, Canadian Sport Centres, the Commonwealth Games Committee, the Canadian Olympic Committee, Own the Podium and other key stakeholders. Participants noted that high performance sport is not a static environment and that relationships between these stakeholders are continuously evolving and improving at all times.

Many participants highlighted the need for a common definition of high performance so all stakeholders can better understand each other's objectives. The group noted that the CS4L model can help identify potential partners and create strategic partnerships at various levels in order to support these key objectives.

Participants identified the following areas where defining roles and responsibilities would be beneficial:

- Clarify roles among facility owners (e.g. YMCAs, municipalities, private clubs) and sport organizations for such things such as access, scheduling, and support for training and competition.
- The role of personal coaches needs to be aligned with that of the national coach. Both coaches need to agree to and understand the training and competition needs of the athlete, and they need to work in a cooperative, respectful and complimentary manner.
- There is a need to inform sport researchers on how they can contribute (i.e. identify technical challenges for them to solve). An athlete-centered model should be used, where sport scientists are part of an integrated team, with each member knowing their role and responsibilities and how they can contribute to the welfare of the athlete.
- There is a need to define the role of CIS in high performance sport.
- Clarity and definition is needed in certain areas of service such as sponsor acquisition and event hosting.
- Review of opportunities to create more coherent programming and policy for Parasport.
- Need for more collaboration between Own the Podium and the Canadian Olympic Committee.
- Sponsors need to be aware of and respectful of the athlete's seasonal plan so they are not making demands on the athlete in critical training or competitive cycles.

## SECTION 4: Sport Development

### 4.1 Priorities for the sport development delivery system in Canada

In this voting exercise, participants were asked to identify priorities for Canada's sport development delivery system. Coaches and instructors emerged again as the top priority for the sport development delivery system across Canada. Participants in Vancouver, Calgary and Montreal identified the school sport system as their second top priority for the sport delivery system. All regions consulted also identified the following three common priorities in order of importance:

- Facilities and equipment.
- Organizational capacity.
- Officials – referees, umpires, judges, etc.

Participants in Ottawa felt capitalizing on international events should be a priority.

#### Sufficient programs and services

Equity policies emerged as the top area in which programming is currently sufficient across Canada. Participants identified capitalizing on international events as a second key area where programs and services are sufficient.

Participants from Vancouver and Calgary identified research and innovation as a sufficient area, while participants from Ottawa noted facilities and equipment were sufficient. Those from Montreal noted officials, referees, umpires and judges was an area in which there is currently sufficient programs and services.

#### Insufficient programs and services

The school sport system emerged as the top area in which programming is currently insufficient across Canada. Participants at all consultation sessions also agreed that coaches/instructors and organizational capacity were the two next priority needs. Participants from Montreal noted that facilities and equipment is an area in which there is currently insufficient programs and services.

#### Strategies to address areas where programming is insufficient

In small group discussions, participants recommended the following strategies to address areas where programs and services are currently insufficient:

##### School sport system:

- Demonstrate the value of sport as a learning tool to the education sector.
- Demonstrate clear linkages between health and sport.
- Make school sport a priority at the provincial level.
- Create more linkages between sport clubs and school facilities (e.g. for after school activities).
- Address the current disconnect between curriculum priorities and sport system priorities.
- Mandate the introduction of kids to sport at the elementary level to teach them sport fundamentals (CS4L and LTAD).
- Commit to an increase in the number of physical education positions at the elementary level.
- Establish formal linkages with coaches in schools.
- Develop and foster a positive sport culture in schools.
- Have leaders "on the ground" to promote and support sport in schools.
- Use networks already in place to encourage kids to participate in sport.
- Share information with partner countries on effective school sport systems and determine ways to adapt foreign best practices to a Canadian curriculum.
- Identify ways to overcome jurisdictional barriers to engaging schools.
- Increase after-school sport activities.
- Develop sport programs for the school environment (e.g. Tennis Canada initiative).

#### Coaches and instructors:

- Increase the number of paid coaching positions.
- Offer competitive salaries, incentives and benefits to coaches.
- Offer more training opportunities and programs for coaches and instructors, including mentoring and apprenticeship programs.
- Recognize and promote the value of coaches.
- Ensure coaches are better prepared to work with different populations.
- Provide certification and evaluation for trained coaches.
- Make coaching a prestigious career path that is well-respected and well-paid.

#### Organizational capacity:

- Share knowledge and information with other countries and learn from their best practices.
- Consider the need for a Minister of Sport (i.e. dedicated exclusively to sport) both federally and provincially.
- Focus on the recruitment and retention of staff for NSOs and MSOs.
- Partner with municipal recreational programs.
- Invest more funds in the sport system.

#### Facilities and equipment

- Increase collaboration and alignment between relevant partners to maximize the use of facilities and equipment.
- Establish private-public partnerships for facilities and equipment use.
- Ensure facilities are accessible after hours, on weekends and during summers.
- Develop a facilities and equipment strategy.
- Consult with the sport community when planning facilities.
- Build facilities that can be used for both competition and participation.
- Use facilities for multiple purposes and multiple markets (e.g. communities, schools, corporate grounds, etc.)
- Reduce accessibility barriers, especially in new constructions.

## 4.2 Canadian Sport for Life

The Canadian Sport for Life (CS4L) model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experiences to participants of all ages and at all levels of development.

#### Current impact

Participants were asked to describe the current impact of the CS4L model. Participants across Canada agreed the model created a “buzz” and increased interest within the sport system. It has been revolutionary for the Canadian sport system because it has changed the philosophy and culture of many sport organizations. Many sport organizations are now increasingly focusing on growing the participation base in Canada in addition to targeting athletes at the high performance level. Other current impacts of the CS4L model include:

- Allowed for a common nomenclature that allows partners and stakeholders involved in sport and recreation to speak the same language and understand each other.
- Greater collaboration between sport groups, provinces and related sectors.
- Physical literacy as a concept is well received.
- A concrete pathway for athlete development that can be clearly articulated and understood.
- Athletes are encouraged to try different sports as there is less possessiveness within sports (e.g. between cross-country skiing and orienteering).
- There is more of a focus on learning the game as opposed to playing the game.
- The model enabled sport organisations to review their programming and identify gaps.
- Documentation and literature are generally well understood and accepted.

- Parents beginning to question programs that do not align with CS4L.
- It provides a common structure and guidelines for sport delivery.
- Organizational discussions are better focused as a result of CS4L.

## Future impact

Participants were asked to describe the future impact the model may have on the sport system. Participants indicated that the CS4L model has the potential of promoting long-term involvement in sport and becoming a platform for community engagement. One participant specified that “by teaching today’s kids, you’re actually teaching tomorrow’s parents.” In addition, the model should result in greater participation numbers and improved retention rates. It should also result in a larger pool of better-prepared athletes capable of competing successfully at the international level. Furthermore, many participants noted the model would discourage sport-specific training at too early an age in order to avoid burnout and chronic injuries among young athletes.

Other future impacts of the CS4L model include:

- Improved physical literacy of Canadians of all ages.
- Better linkages between communities and sport organizations.
- Alignment of sport clubs based on LTAD principles (e.g. “Train to Train” club).
- Bigger pool of high performance athletes to draw from and better preparation for athlete podium performance.
- Better quality sport experiences
- Opportunity for everyone to play at the appropriate level.
- The model will help to improve engagement of the general public in sport and make it easier to “sell” the benefits of sport to society.
- Engage the education system into sport development process through CS4L.
- Fewer disputes within the sport system.
- The model will help to achieve sport objectives.

## Current barriers

Participants were asked to identify existing barriers to the successful implementation of the CS4L model. Most participants agreed that it is a relatively new model and that there is a need for a long-term plan for research and improvement. The main barrier identified was related to the difficulty experienced in trying to change long-established habits and beliefs in terms of athlete development approaches. Several participants from Montreal remarked that it was a mistake to call the model Long-term Athlete Development, instead of Long-term *Participant*-Athlete Development, because it led people to believe it was not inclusive. The model has had good traction across Canada but has been impeded by lack of awareness, especially at the local level and as it relates to parents. Because of this, implementation of the model has been slow and sporadic across sport federations, clubs and regions. Participants suggested effectively communicating the rationale and principle behind the change to reduce resistance to change. It was recognized that it will take time to validate the success of the model and secure complete buy-in.

The main barriers identified include:

- Human and financial resources in sport organizations are currently being strained to a maximum. It is difficult to find staff and resources to dedicate to CS4L implementation over and above existing responsibilities
- Resistance to change from parents, clubs and PSOs in the implementation phase.
- There is a need for a broader range of agencies to be involved in promoting CS4L if it is going to get traction.
- Limited funding for implementation of programs at the grassroots level.
- Insufficient education about LTAD.
- Lack of knowledge and general awareness of key terms associated with CS4L.
- There is a need to promote more awareness of the model across Canada.
- CS4L is not well understood at the community level.

- There is a significant lack of awareness and appreciation of the model from parents. The absence of strong, effective communication strategies and tools to communicate with parents has resulted in challenges obtaining their buy-in.
- Societal focus on specialization and success at a young age.
- Future practitioners are not being exposed to the model in university.
- Lack of buy in from school sport system, especially in Alberta. Because each sport is at a different stage of implementation of the model, schools find buy-in too challenging and are opting to keep programs as is.
- Making it meaningful for the education sector to adopt the CS4L model is challenging.
- Resistance to inclusion (of participants with disabilities, etc).
- Lack of buy-in from under-represented groups and parents of disabled kids.
- Absence of a central marketing strategy to promote the concept and get the word out.
- Absence of knowledge transfer when trained coaches leave the community in order to advance professionally.
- Bureaucracies of some organizations are cumbersome and impede implementation of the model.
- Lack of qualified coaches trained in CS4L.
- Perception that CS4L is for high performance athletes only.

## SECTION 5: International Sport

### 5.1 Objectives

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

Participants were asked to reflect on what Canada's objectives should be at the international level. Some felt that it would be important to focus on domestic issues and engaging Canadians who are not currently participating in sport before focusing on international goals. They suggested that improving Canada's domestic sport system should be the priority because having a strong sport system at home will increase Canada's reputation and influence at the international level.

Participants indicated that the advantage of being at the international table is that it provides an opportunity to promote Canadian values such as fair play and anti-doping. It also improves Canada's profile and reputation in the world-wide community and puts the country in a position to influence issues related to domestic concerns, such as sport development, rule changes, programs, competitive calendars, officiating and sport selection for multi-sport games.

The following other international objectives were suggested:

- Encourage greater Canadian representation at the international sport federation level and grow Canadian involvement in governance of sport internationally to strengthen Canada's ability to influence change.
- Position Canada as a world leader in areas such as gender equity, anti-doping and athletes with disabilities.
- Help to promote the fair access of girls and women overseas to good sporting and physical activity opportunities.
- Share and promote Canadian values such as collaboration, social justice, fair play, sport ethics and inclusion, abroad.
- Promote the use of sport as a tool for community development.
- Adopt an all-of-government approach to develop a more systematic way to engage in sport for development.
- Leverage other government departments such as the Department of Foreign Affairs (DFAIT) and the Canadian International Development Agency (CIDA) to have a more consistent impact on recipient countries.
- Promote Canadian expertise in hosting international competitions. Host international sport competitions to build goodwill and increase collaboration between Canada and its international partners.
- Support strategic international exchanges with leading nations to strengthen Canada's technical knowledge (e.g. coaching, hosting, etc.).

### 5.2 Activities

In this exercise, participants were asked to identify areas where Canada should modify, increase or decrease its activities. Participants noted that Canada should keep or start doing the following activities:

- Continue to be a world leader in anti-doping and keep investing in leading anti-doping programs.
- Advocate for increased opportunities for girls and women in sport. Share Canadian expertise in the participation of women in sport with other countries.
- Promote Canadian values abroad through sport and sport leadership.
- Recognize the value of sport and play for development objectives in policy and programs.
- Promote Canadians as leaders in the international sport community and encourage Canadian representation on international bodies (e.g. ISF, Games, etc.).
- Continue to promote development of sports for people with disabilities in different parts of the world (e.g. Africa).
- Leverage Canada's leadership, reputation and collaboration skills at the international level.

- Use sport as a tool to support community-development internationally (e.g. anti-sweatshop, sport capacity development, gender equity, etc.).
- Promote awareness and improve coordination of international activities and objectives across the Canadian sport system.
- Continue leadership activities in anti-doping, sport ethics, gender equity, people with disabilities, youth development, etc.
- Take a leadership role in introducing LTAD to other countries and international federations.
- Support regional development i.e. hosting competitions in the Americas region to increase the level of competition closer to home.
- Engage in international exchanges. Focus on more technical exchanges.
- Continue Canadian commitment to host Major Games and International competitions.
- Increase recognition of Canada's "behind the scenes" builders and organizers of international events.

The group noted Canada should stop doing the following activities:

- Stop being reactive and start being more proactive with regards to changes and needs of the sport system.
- Stop engaging in international activities before addressing issues in domestic sport system.
- Stop determining priorities without dedicating more funding.

The group noted Canada should do the following international activities differently:

- Support robust Canadian leadership at all levels of international sport (committee, boards, executive) that align with Canadian sport policy vision and values.
- Be more strategic as a sport community to support strong Canadian representation internationally. Develop a long term plan with measurable objectives and a communication strategy.
- Establish more partnerships with global or Canadian organizations for international development (e.g. UNICEF, UN, National Defence and other NGOs).
- More coordinated international hosting, especially major games (e.g. Olympics, commonwealth, francophone, pan American /para-pan, FIFA world cup, etc.). Support multi-sport organizations in hosting international events such as world championships.
- Learn from other systems and models for sport development.
- Focus bilateral agreements at the provider level (in the trenches), not the bureaucracy level.
- Align provinces' and territories' vision and objectives.

## SECTION 6: Capacity, Human Resources Challenges and Sport System Linkages

### 6.1 Human Resources

Participants noted their organizations needed the following resources to fully achieve their potential in delivering sport programs and services:

- A knowledgeable, trained, educated and professional administration team.
- Resources for developing and retaining coaches.
- Long-term funding so that program planning cycles can be multi-year.
- Facilities for both recreation and competition.
- Technology/media resources and training.
- Resources to permit online video conferencing and webinars.
- A central library of common readily-accessible templates (e.g. funding applications, plans, etc.).
- A new approach to coach education.
- Increased collaboration between sport and non-sport organizations.
- Funding criteria.

The most important limitation for organizations to achieve their potential in delivering sport programming is the lack of innovation and creative thinking in the sport system. Other limitations include:

- Limited ability and skill to negotiate partnerships with international partners.
- Lack of coordination in sponsorship system. Time required for building and fostering partnerships.
- Many organizations have year-to-year funding models. “Flavour of the month” funding makes long-term operation difficult.
- Limited financial resources, which result in an inability to offer competitive salaries to attract the best talent. High staff turnover in the administrative class of NSO staff due to low salaries.
- Inappropriate allocation of existing facilities. Availability of facility space for youth is often at inappropriate times. Participants are often forced to pay for a larger block of facility usage time than needed.
- Lack of world-class facilities.

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

- Create partnerships and set up agreements between levels of governments/organizations for collaborative access to resources and facilities.
- Provide R&D funding to sport organizations and sport scientific advisory boards to encourage more innovation and creative thinking at the sport club level.
- Develop in-kind practices to offset program costs.
- Use facilities and equipment appropriately.
- Link human power at the inter-university sport level with the sport system in constructive internships to plan solutions to address the decline of volunteerism.
- Identify alternative sources of funding (in the non-government sector).
- Define strategic priorities and focus on those priorities.
- Look at governance models to determine which one would work best for organizations.

### 6.2 Sport Linkages

Participants were asked to identify the main benefits of improving linkages between national sport organizations and their provincial/territorial counterparts. Several participants felt that the development of a comprehensive facility plan could serve as a catalyst for stronger NSO/PSO linkages as these facilities can build capacity in a sport, host provincial, national and international competitions, generate revenue streams and act as a HP training environment. They highlighted the fact that collaboration and partnership toward facility development needs to start with the PSO/NSO at the onset of the facility planning process. Most participants also agreed that the sport sector as a whole needs to develop a collective action program around the successful promotion of LTAD in the school system.

Many participants felt that enhanced coordination between national sport organizations and their provincial/territorial counterparts will create efficiencies across the sport system and could result in more effective use of facilities, improved athlete development pathways, more training and professional development opportunities and improved talent identification. Other benefits of increasing these linkages include:

- Better relationships and increased level of understanding between partners.
- One sport voice to all levels of government.
- Increasing capacity of sport organizations at the provincial level.
- Shared strategic direction and goals.
- Alignment of the sport delivery system.
- Sharing of best practices.

Participants highlighted that varied regional program priorities will present a challenge to improving these linkages. Other challenges to improving these linkages include:

- The difference in capacity-level between various provinces puts a strain on human resources.
- Identifying ways to make linkages between these partners a “win-win” situation.
- Unwillingness for organizations to buy into a shared vision.
- Competing mandates, objectives and agendas.
- High staff and volunteer turn-over at the provincial level.
- Lack of clarity around roles and responsibilities.
- Lack of effective communication and collaboration amongst PSOs, and between PSOs and NSOs.

### **Linkages with municipal sport clubs and recreational organizations**

Participants identified the following benefits of improving linkages between provincial/territorial sport organizations, schools, municipal sport clubs, and recreational organizations:

- Better linkages with schools will provide the opportunity to influence the school curriculum in physical and health education and allow for better talent identification.
- Alignment of existing programs and identification of gaps to avoid duplication of effort.
- Better transfer of knowledge and expertise.
- Excellent cross-promotion of positive solutions and innovative ideas across the spectrum of sport.
- Enhanced quality control.
- Opportunity to pool and share resources.
- A bigger pool of participants to draw from. A better understanding of membership and target audiences.
- Facilitate the implementation of the CS4L model.
- Lower costs, greater efficiencies in delivery and greater use of facilities.
- Fewer volunteer burn-outs.
- Increased coordination of messaging and improved communication.

The key challenge to improving linkages between these stakeholders is to find a way of demonstrating the value of creating and maintaining those linkages. Other challenges include:

- Limited capacity to form and maintain these linkages.
- Differing governance models.
- Philosophical differences between organizations. Lack of understanding between groups on what each has to offer.
- The sheer magnitude of the task.
- The length of time required to prove through research that the system is effective.
- Overcoming negative corporate history and turf battles, especially in the school system. Jurisdictional and historical biases with regards to athlete loyalties.
- Funding issues.
- Some parents are not aware of or do not understand the Canadian Sport for Life ethos.
- Discordance on vision and objectives and inflexibility on working together.
- Resistance to change.

Participants identified the following solutions to improving linkages between provincial/territorial sport organizations and municipal-level sport clubs, schools and recreation departments/organizations:

- Increase capacity of PSOs to allow them to facilitate communication between municipal sport clubs, schools and recreational departments.
- Share best practices from Québec's school sport system across the country.
- Initiate formal dialogue with recreational departments through CPRA and include them in discussions on sport.
- Clearly define roles and responsibilities to overcome barriers to partnerships.
- Negotiate with school boards to allow for access to sport facilities after hours.
- Negotiate with recreational departments to clarify that sport is part of their mandate.

### 6.3 Capacity

Participants were asked if their organizations have the human resource capacity to meet the challenges of the next decade. The general response was that most organizations have insufficient capacity to deal with current and future challenges. The problem is especially acute at the provincial, territorial and community level. Participants identified the following challenges related to capacity organizations may encounter over the next decade:

- Greater expectations for accountability from the Canadian public.
- The future athlete population may be exposed to sport in a different way than in the past.
- Baby boomers are redefining what it means to be a senior citizen and there will be more demand from this group on sport facilities and programs in the future.
- The Canadian sport system is built on a volunteer governance model, which presents challenges in terms of the recruitment, training and retention of good leaders. The need to recruit participants and volunteers from non-traditional sources was highlighted.
- Insufficient levels of officials to meet the demand for competitions (partly because parents who would normally officiate are now staying involved in sports longer).
- There will be a need to use available human and financial resources in a more effective way in an environment of fiscal restraint.
- Burn-out and over-taxing of coaches as a result of understaffing. Limited availability of appropriately trained coaches to implement CS4L.
- There will be a need to reach out cross-culturally as many households of school children are speaking languages other than English at home.
- Critical financial challenges. Finding non-government support to address budgetary cuts.
- Keeping up with the latest technical advances in technology and equipment.
- Retention of departing athletes to continue to contribute to the system.

### Recruitment, training and retention of staff

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

- Insufficient funds to pay competitive wages to skilled staff (e.g. coaching salaries are not high enough below the national team level). Funding in the form of grants is often year to year, which builds in uncertainty and make it difficult to retain staff over the long term. The ability to make long-term hiring commitments is essential to be able to retain staff. Compensation in sport organizations also needs to be looked at more creatively.
- Staff want to work for entities that reflect their true values and outlook. Organizational mission statements and mandates should reflect these values.
- Increasing demand for a more flexible work environment and schedule.
- NSOs are often seen as a stepping stone, which makes it challenging to recruit and retain highly qualified staff.
- Insufficient orientation programs and professional development opportunities. Professional training is necessary to keep staff engaged.
- Insufficient or absence of succession planning. Loss of corporate knowledge related to a retiring workforce and poor transfer of knowledge of experienced outgoing staff to new incoming staff.

- Canadians are playing sports and staying active longer.
- Staff don't have appropriate job descriptions and the right skill sets.
- Recruiting qualified technical staff.

### Recruitment, training and retention of volunteers

There was some concern that the Canadian sport system is too reliant on volunteers. Many participants highlighted the need for Canada to place more value on paying coaches and administrators an appropriate salary. In addition, it was noted that volunteers today have different expectations. The sport community needs a new way of thinking about the volunteer experience and needs to develop an approach that is win-win for both volunteers and the sport (e.g. better orientation, better training and more appreciation). Other major issues with respect to the recruitment, training and retention of volunteers include:

- Decline of volunteerism due to an aging population that is remaining active longer.
- It is currently difficult to recruit sufficient numbers of volunteers for competitions.
- New volunteers are reluctant to take on the workload of retiring volunteers who have assumed many responsibilities and made huge contributions. Succession planning needs to become an important undertaking for all organizations.
- Absence of good training programs to keep volunteers interested and performing well.
- Need to recruit outside of traditional volunteer areas.
- Need to build sustainable volunteer pools across sports.
- High turnover of volunteers and volunteer fatigue.
- Inadequate recognition programs for volunteers. It is important to manage and reward volunteers by recognizing their efforts and sacrifices.
- Need to create an attractive, value-added situation for volunteers (e.g. accreditation). Internships and educational credits are good incentives to attract volunteers.
- The fast-paced demand of technology and increasing expectations related to communication turn-around times puts additional pressures on volunteers.
- Disruptive tension between volunteers and staff around roles and responsibilities.
- Consider establishing a strategic partnership with Canadian Inter-university Sport (CIS) for volunteer recruitment.

### Vision 2021

Participants were asked to answer the following question: "Over the last decade your organization has increased its human resource capacity to meet the challenges that were identified in 2011. What do you have in place now that you didn't in 2011?" Key messages from the responses that emerged throughout the country are listed below:

- New governance models adopted by sport organizations that complement the vision of the Canadian Sport Policy.
- An effective training system for coaches, administrators and volunteers.
- Corporate knowledge management and succession planning in place.
- Sustainable working conditions for sport professionals.
- Volunteer recognition programs and volunteer experiences that are valuable to people.
- A cross sector approach to utilizing staff and volunteers.
- Continuity of vision to help reach performance goals, not only on field of play but also within the administration.
- Working linkages with the education sector so that all children are taught fundamental movement skills.
- LTAD is fully implemented and proven.
- Centralization of resources (e.g. marketing, media, human resources, educational resources, governance resources, etc.).
- Creation of an alumni program to help retain different participants within sport (e.g. athletes, participants, board members, coaches, volunteers).
- Sustainable funding.
- Professional coaches at all levels.

## Appendix A: Agenda

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### Canadian Sport Policy Renewal Consultation

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

June 2011

Agenda

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#### Purpose

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

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