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## I. Preface

Few would deny the significance of sport to Canadians. In fact, more than 90% believe that sport is a way of building national and community spirit. Sport is more than a cultural trade-mark for Canada – it represents the aspirations of many Canadians in terms of participation, volunteer activity, entertainment and leisure, pride, health, community well-being and youth development.

At the Conference of federal-provincial/territorial ministers responsible for sport held in January 2000, the Secretary of State (Amateur Sport) outlined a proposal for a consultation on a new sport policy to the provincial/territorial ministers and agreed with them on a collaborative approach. Subsequently, in May of 2000, he announced the intention of the federal government to develop a Canadian Sport Policy, and proposed that this be developed following a broad consultation with Canadians at the community, provincial, regional and national levels. This initiative arose from the Government of Canada response to the Sixth Report of the Standing Committee on Canadian Heritage entitled *Sport in Canada: Leadership, Partnership and Accountability-Everybody's Business*.

The consultation process was particularly important as Canada emerged from a period of fiscal restraint which had seen the federal contribution to sport decreased and increasingly narrowed to high-performance athletic competition, and contributions by other orders of government also reduced. There was a need to have a much more integrated view of and approach to sport, with a broad spectrum of people brought into the dialogue.

In putting forward a proposed Canadian sport policy for discussion at the April meeting of federal-provincial/territorial ministers responsible for sport and at the National Summit on Sport, the Government of Canada is acknowledging the importance of incorporating in a new Canadian sport policy recognition of the federal-provincial/territorial governments' individual and collective sport policy-making role and the existing federal-provincial/territorial agreements on sport. It is also reflecting what was heard during the pan-Canadian consultations on sport held over the past year.

The paper provides background, discusses the contribution of sport, identifies issues raised in the consultation process, assesses the challenges and problems and proposes a sport policy for Canada. It constitutes a proposal for a national sport policy which will evolve through continued dialogue among the federal government, the provincial and territorial governments and the sport community.

In a companion document, also for discussion, the federal government has laid out a proposed action plan. This would provide leadership and momentum for change in Canada and a proposal for strengthened federal-provincial/territorial co-operation and enhanced partnerships with the sport community.

The proposed Canadian Sport Policy would be finalized following input from the sport community at the National Summit on Sport and through the ongoing federal-provincial/territorial process, including the Conference of federal-provincial/territorial ministers responsible for sport to be held in August 2001. Furthermore, discussion will be pursued on an enhanced mechanism for federal-provincial/territorial collaboration in sport, including elements of a federal-provincial/territorial framework for action.

## II. Background

### Sport and the Sport System in Canada

Sport occupies a special place in Canada's heritage and history, and contributes greatly to the health, well-being and identity of individuals, communities, and the nation as a whole. For the individual, sport can be an activity of personal expression with many components. For the community, sport activities are a vehicle for volunteering, participation and social development. For the country, sport can provide a basis for collective pride and national identity and an improved sense of citizenship. In Canada, sport is an essential part of our lives with its influence on our culture, economy, health, educational system, entertainment and leisure.

The sport system in Canada has many elements. There are the individuals involved in sport-athletes, participants, coaches, instructors, leaders, officials, administrators and others, some paid staff but many more volunteers. There are the communities where sport events take place. There are the institutions and organizations with roles in the sport system, some single-sport, others multi-sport, some at the national level, others at the provincial and local level. There are the corporate sector enterprises who sponsor sport or sport events.

The federal government and the provincial/territorial governments individually and collectively have played an important role in the development of sport in Canada. Both orders of government share a responsibility for the development of public policy and for ensuring that the views of the Sport community and of Canadians are heard and reflected in the policy.

Sport organizations provide an array of programs and services to address the dimensions of sport participation and competition in Canada. One of the strengths of the Canadian sport system is the increasing degree to which these programs and services are focussed on the needs of the athlete and the support network necessary to enable them to reach their potential. In recent years, this process has been reinforced through the involvement of athletes, both in defining the needs and goals and determining how to meet them, laying a solid foundation for the future.

While participation in sport is declining, it is nonetheless noteworthy that more than 8 million Canadians are participating in sport. In addition, based on data provided in 2000, there are some 2.4 million registered athletes, 1.5 million local participants, 300,000 affiliated coaches and more than 120,000 referees and judges. Not only is a large portion of the Canadian population involved in sport, but an even larger portion is supportive of sport:

- 93% of Canadians agree sport is a way of building national and community spirit
- more than 80% of Canadians feel proud to be Canadian when our athletes perform well at international events such as the Olympics or Paralympics; and
- 95% of Canadians agree that participation in sport builds lifelong skills for young people.

It is also important to note a number of evolving social issues and trends in sport. For instance, female sport

participation rates are significantly lower than for males. The higher the education level attained, the higher the sport participation rate. The higher the household income, the higher the sport participation rate.

The dimensions and nature of the sport system in Canada make it very complex and multi-level. For this reason it is often characterized by a lack of complementarity, resulting in a strong need for co-ordination at all levels.

### **International Dimensions**

Most sports have an international dimension. Global sport has a profound impact on sport in Canada, no matter how much we base our Canadian sport system and policy on our own values, beliefs, geography and culture.

Globalization in sport has led to the development of more sports throughout more countries. There is an increasing desire on the part of many countries to be involved and competitive in international sport.

The organizational aspect of international sport is complex. National Sport Organizations (NSOs) are members of International Federations (IFs) which establish the rules of the particular sport; make decisions about qualification processes, structures and sites of international competitions; and develop and market the sport globally. There are national games organizations, such as the Canadian Olympic Association, which belong to international games organizations like the International Olympic Committee.

NSOs that belong to IFs have important rights and obligations. They determine participation by Canadian athletes in international competitions; organize, govern and regulate their particular sport in Canada; and represent the Canadian sport organization in the international arena.

The international nature of sport also gives Canadians an opportunity to influence others and have our voice in the world heard, to be represented on international bodies, and to host international sport events.

To assist developing countries advance their objectives for sport in participation and excellence, and to promote sport as a tool for individual and social development, many countries including Canada provide sport development assistance. Canada works with a select number of countries, international bodies and geo-political entities to provide expertise and funding for development through sport.

The complexities, and the increasing impact of globalization and commercialization of international sport events are factors that need to be fully considered in developing sport policy for Canada.

### **Shared Roles and Responsibilities**

*“A national sport policy should be considered, not just a federal sport policy, but must involve and coordinate federal, provincial and local governments, the voluntary sector and the corporations.”*  
(Participant, Regional Conferences on Sport)

All elements of the sport system - individuals, communities, organizations, institutions and governments - have their own roles and functions, and share a responsibility for sport. This results in a dynamic and multi-faceted partnership upon which the overall effectiveness of the sport system depends.

The framework for governing and managing sport in Canada is based on a complex and decentralized system that cuts across sport organizations and jurisdictional lines. While this system allows for far-reaching networks and opportunities for innovation and customized approaches at all levels, it presents challenges with respect to concerted and coordinated efforts.

Sport at the initiation and community level is generally the responsibility of municipal recreation departments, school boards and local sport organizations. These organizations play a key role in providing recreation and physical activity programs, and organizing and managing community sport and local club activities. Municipal governments have responsibility for facility development and maintenance and for sport programming.

Provincial/territorial governments provide policy leadership for sport within their respective jurisdictions. They also provide funds to provincial/territorial sport organizations, which play a key role in supporting sport development, provincial championships and games, and preparing teams to compete in Canada Games. They also partner in the development of facilities and provide some direct support to athletes.

The 1961 *Fitness and Amateur Sport Act* gives the federal government the mandate to “encourage, promote and develop fitness and amateur sport in Canada”. The federal government provides support to high performance athletes, national sport organizations (single sport and multi-sport), the Canada Games, and for hosting international events. The federal government and national sport organizations have focussed their efforts on sport at the inter-provincial, national and international levels.

Policy collaboration and co-ordinated action between the federal and provincial/territorial governments are important to sport in Canada. A formal mechanism for interaction between and among the federal government and the provinces and territories exists at both the official and the ministerial levels. Existing governmental agreements related to sport have provided stimulus and direction for sport. These include the delineation of responsibilities for *High Performance Athlete Development in Canada* (1985), the *National Recreation Statement* (1987), the *Canadian Policy Against Doping in Sport* (1991) and the *Clear Lake Resolution Concerning the Canada Games* (1997). In addition, in 1995, both orders of government, in conjunction with the sport community, endorsed *A Planning Framework for Sport in Canada*. These foundation agreements remain in effect and the proposed Canadian Sport Policy builds on them.

However, there is no integrated framework for managing sport in Canada which involves governments, the sport community and other stakeholders on an ongoing basis. The Canadian sport system entails shared roles implicating shared responsibility and therefore calls for coordination at all levels to ensure a seamless and effective sport system.

### III. The Contribution of Sport

In the 2000s, sport is widely accepted as a powerful contributor to social and personal development. Yet the breadth of its influence is still a surprise to many Canadians. To develop a comprehensive sport policy and to design actions that will give effect to that policy, the magnitude of the contribution of sport across the entire

spectrum of our society needs to be understood. We can look at the impact and contribution of sport under the headings of social and personal development, health and well-being, culture, education, economic development and prosperity, tourism, and entertainment and leisure.

### Social and Personal Development

*“Sport is not just about cutting angles or throwing curve balls, but about habits, values and attitudes, about doing things wrong occasionally to get them right, about people, learning about ourselves and about others, about setting goals and working towards them, about winning and losing, feeling satisfaction and disappointment, about learning to live with both, about the now, but also about the future.” (Participant, Regional Conferences on Sport)*

Sport provides something at all levels of our society - individuals, communities, the nation. It is pervasive in Canadian life. Sport is considered an essential tool for nation building and can lead to the promotion of national identity, and enhancing our sense of community and citizenship. Through sport, individuals learn to volunteer and to accept a sense of responsibility for civil society.

Sport is an important contributor to individual physical, social and character development. It can be a major influence for marginalized or under-represented groups and individuals at risk, and help them develop self-esteem and overcome personal and social difficulty. Some studies have shown that an increased level of sport participation has many benefits in addition to personal satisfaction and a sense of well-being. For example, a number of individuals and groups have argued that an increase in sport activity for Canadian youth can result in better marks at school, a decrease in the incidence of cigarette smoking, reduced crime rates and reduced use of illicit drugs.

### Health and Well-being

*“Let us not forget that sport is part of our national pride and that it contributes to enhance the quality of life and to reduce health care costs. Investing in sport is profitable to governments.” (Participant, Regional Conferences on Sport)*

Physical inactivity is a serious public health burden. Canada’s children are not active enough for healthy growth and development, a key contributing factor to increased childhood obesity. Canada’s population is aging, creating increasing demands on the health care system for treatment of chronic diseases, many of which are preventable.

Sport participation can improve health and well-being and increase longevity. Studies have shown that participating in sport and physical activity increases resistance to such diseases as heart disease, cancer, diabetes, osteoporosis, arthritis, obesity and mental health disorders. An increased investment in sport means an increase in health quality and a decrease in health care costs. Some conservative estimates suggest that illness due to physical inactivity is costing the Canadian health care system \$2.1 billion annually in direct health care costs.

## **Culture**

Sport is a powerful element of culture for Canadians. They express themselves and celebrate their communities through sport, and share stories, myths and lessons derived from sport. Even our languages are rich in the terminology of sport. Through sport we learn values and behaviours that we apply in all aspects of our society. Sport teaches hard work, discipline, the value of fun, teamwork, respect for others and fair play, and when sport diverges from these values it needs to be brought back to them.

Sport is especially important in youth culture and development. It often is the first experience for young people of organized group and individual effort. Sport brings young people into contact with each other and other communities, teaches leadership skills and provides a constructive outlet.

Sport is still an active, participatory component of our culture and more than eight million Canadians participate. Sport represents the second largest segment of the voluntary sector, after workplace-based organizations. Organizing sport clubs and events is one of the great training grounds for social action in Canada. Learning to organize meetings, negotiate for use of shared facilities, and deal with expectations, triumphs and failures all build social capital.

Sport is also a widely followed spectator activity. People in every community across Canada follow teams and individuals from the local level to the world's best. Canadians relax together over sport, celebrate and mourn outcomes. Sport is a great connector and for many Canadians is the first shared topic of common interest.

## **Education**

School physical education programs play a crucial role in the development of sport in Canada since they reach virtually every child from five to 18. Most schools in Canada have designated facilities and equipment for sport and physical activity. Many secondary schools have gyms and outdoor sports fields and tracks, while some have pools and arenas. Most colleges and universities offer extensive sport participation programs.

There is substantial research that demonstrates that exposure to high quality physical education and school sport provides many benefits for children and youth, including improved health and quality of life, psychological well-being, improved behaviour and ability to learn, better health habits and reduced health care costs. Good quality physical education programs can reduce the social, structural and economic barriers typically faced by children and youth, particularly those in low-income families.

Our schools, universities and colleges constitute a primary source of our sport infrastructure and related human resources. Educational programs offered at post-secondary institutions contribute substantially to the development of coaches and sport administrators, and provide an important environment for research and information dissemination related to sport.

## **Economic Development**

Sport makes a contribution to the economy in a way that is unknown to many Canadians. In 1996, the average Canadian household spent more than \$700 on sporting goods and services. Sport and recreation



accounted for approximately 1.1% of Canada's Gross Domestic Product, and almost 2% of jobs. (By comparison, the agriculture sector accounted for about 1.8% of GDP, logging and forestry 0.68%, and motor vehicles and parts 2.05%.)

There is significant construction of infrastructure associated with sport, and millions of dollars spent on sponsorship and advertising. Sport generates significant revenues for all levels of government, whether it be professional sport or national or international events. The hosting of sport events can also have a significant impact on local and regional economies.

According to studies, there is sport activity associated with more than 25% of all trips taken by Canadians and some 38% of international visits involve sport or outdoor activities. There is a large element of tourism associated with certain professional sports, especially baseball, basketball and hockey. The hosting of the Canada Games and major games has been demonstrated to have profound and lasting impacts for tourism.

### **Entertainment and Leisure**

Sport is an important element of the entertainment sector on which Canadians spend a sizeable portion of their disposable income and leisure time. Whether as participants, spectators of live events or viewers of broadcast events, Canadians regard sport as a valuable source of entertainment and a worthwhile way to spend their leisure time.

## **IV. Consultation, and What We Heard**

### **The Consultation Process**

For much of the past year, an intensive consultation process has been under way to ensure that the new Canadian Sport Policy fully reflects the views of all Canadians, institutions and organizations involved in sport. The consultation has taken place at the community, provincial, regional, and national level.

Six regional conferences were held across the country, Fredericton, Yellowknife, Regina, Hamilton, Vancouver and Magog, with more than 600 selected participants. They were given discussion papers and surveys of the views of Canadians in each of the regions. Input and comments were provided around the key themes of resources, ethics and values, leadership and partnership, participation, promotion and development.

The participants in the Regional Conferences included athletes, coaches, parents, officials, volunteers, paid staff, representatives of municipal recreation departments, provincial and national sport organizations, local school boards, business people, provincial government officials, and media representatives. Provincial and territorial governments co-chaired five of the six Regional Conferences and shared in the planning and organizing of the consultations and in the selection of participants. Some provinces seized the opportunity of the Regional Conferences to launch broader consultations in their provinces to develop their own contribution to a Canadian sport policy.

In addition, specialized Round Tables have been held with the Aboriginal Sport Circle, Athletes CAN, sport officials, national single and multi-sport organizations, and visible minority and Aboriginal athletes on

inclusion and equity and representatives of the media. A think tank was held on the relationship of sport and active living. Working groups were established to provide expert advice on coaching and alternate dispute resolution. Last year, the Commissioner of Official Languages issued a special report aiming to improve the use of French in sport in Canada. Canadians were also invited to provide input through the Web site. These efforts have been in addition to ongoing consultations and discussions between the federal and provincial/territorial governments.

### What We Heard

Those who participated in the consultation process have made a significant contribution with their ideas, energy and commitment, resulting in a strong consensus on many key issues. Perhaps just as important as the recommendations was the high value placed on the consultation process itself. Many participants felt they had been working in silos too long, and welcomed the opportunity for dialogue with other actors in the sport system. They appreciated the chance to be heard, and to hear what others had to say. Participants in several Regional Conferences and Round Tables, recognizing the immense value and power of the dialogue in these consultations, recommended that consultations and round tables be held more frequently. This was deemed essential for better co-ordination among the key players in the sport system.

Comments were broad and far-reaching, and any summary can never do justice to the full extent of the effort put in by the sport community. Reports for each Regional Conference and Round Table are available, or soon will be, on the Regional Conferences Web site ([www.amateur-sport.gc.ca](http://www.amateur-sport.gc.ca)). Presented here are common ideas that have emerged on many of the key themes of consultation:

- Our sport institutions need to be more efficient

We heard many comments that our sport institutions were not as efficient and effective as they should be. There is a need to ensure that sport organizations are more inclusive in their approach. It was suggested that NSOs need to provide more leadership to promote increased participation and to assist in the removal of barriers to participation for groups that have been traditionally under-represented and marginalized in the sport system. There is also a need to increase collaboration among sports to enhance synergy and ensure a common voice to speak for sport. Suggestions to this end included the creation of new mechanisms such as community sport councils at the local level and the possible need for some form of re-grouping of sport organizations at the national level. There were also suggestions that new government or non-government mechanisms be considered to coordinate better sport objectives and the means to achieve them at the national level.

- We need more emphasis on physical activity, physical education and sport in our schools

*“The reduction of time allocated to physical education in schools is truly absurd, many schools having set aside less than one hour per week. The effects of this reduction on the health of our youth and on their interest to participate in sport are dramatic.” (Participant, Regional Conferences on Sport)*

We heard that sport ought to be more closely integrated with physical education in the school system; that high quality physical education programs should be mandatory and more frequent; that schools are a key

place where economic barriers to sport can be eliminated; and that access to school sports facilities should be improved.

- Sport should be fun

Perhaps the strongest consensus came from the recommendation relating to fun in sport. Participants told us that in too many sports the focus on performance has gone too far, to the detriment of fun, especially for young athletes and sport participants. A more balanced view between performance and fun in sport is essential to increase participation and provide for the needs of those whose goals are not necessarily the international podium.

- Co-ordination among those involved in sport is weak

We heard that stronger co-ordination would have a positive impact on the effective delivery of sport programs in Canada. It was suggested that efforts be made to significantly improve co-ordination and collaboration within government and among the various levels of government involved in sport - federal, provincial/territorial, and municipal. The consultation process indicated very clearly that national single-sport organizations must develop new and stronger partnerships with provincial/territorial and national multi-sport organizations to increase participation and better prepare future high performance athletes. It was also suggested that co-ordination across all areas had to be improved. New and innovative forms of partnership was a common theme in recommendations, particularly between governments, between sport organizations and various levels of government, between sport bodies and educational institutions, between athletes and coaches, and between the public and private sectors.

We also heard structural suggestions, such as for a dedicated voice for sport within governments at the federal and provincial levels.

- Sport requires more attention, a higher profile and greater promotion

We heard that we should make better use of role models, and that all elements in the sport system should find more creative ways to make sport fun. High performance athletes told us how in their development they were motivated by role models. Should a support system be in place, retiring athletes would welcome the opportunity to give back to the sport system and act as mentors to younger generations of athletes and promote participation. We need to improve recognition of volunteers, coaches and officials. Their role is crucial but we heard that they need more support to continue in a role that is more and more demanding in a sophisticated sport system.

The role of media was prevalent in all our consultations. By covering sport events, competitions and championships and by reporting news on amateur sports, media have a powerful influence on high performance athletes and participation in sport. Athletes reported that the lack of exposure and visibility in media was a real detriment to obtaining sponsorship.

- There should be greater participation in sport, and barriers should be broken down

There are many barriers to sport participation that have consistently been identified in public opinion across the country and during the consultations. These systemic and socio-economic barriers were considered one reason for the decrease in sport participation. The lack of available facilities and programs, particularly in rural Canada, was another, along with the high cost of such things as travel and club fees for youth as they progress through the continuum. The recommendations of the Commissioner of Official Languages were very clear to the effect that the use of official languages in sport should be more equitable and that effective measures be implemented by the federal government and sport organizations at the national level to provide services in French.

- All aspects of sport development must be improved

The need for an improved and seamless system for athlete development from grassroots to elite was a common theme. And the need for programs to better develop coaches, volunteers, officials and administrators was a high priority. Improved training programs and expanded and better targeted sport events, within Canada and internationally, were noted as critical needs.

- Formalized and well-publicized ethics and values must become a cornerstone of sport participation and excellence in Canada

A strong consensus emerged for the development of a statement of ethics and values for Canadian sport. Some went so far as to suggest that this should culminate in a National Code of Conduct. A number of structural alternatives was put forward for the delivery and promotion of ethics and values, and harmonizing ethics and values across professional and amateur sport. There was strong consensus for the development of a formal dispute resolution process.

- Fiscal measures

Government and users alone cannot support the cost of our sport system, so it was suggested that tax incentives be instituted to encourage both cash and in-kind contributions to amateur sport by the business community—from the corner store to the large corporation.

Tax credits were suggested primarily for individuals and families because cost is a major barrier to participation, especially when athletes are striving for, or have reached, the elite level and require extra hours of facility use, coaching and travel to expose them to more and better competition. A tax credit was also suggested to support the costs, such as travel, equipment and training, of being a volunteer coach, official or administrator when these are not covered by the sport organization.

- Additional investment in sport is required

*“Significant investments in sport were approved in the 1970s, which made possible the development of an organized sport structure and an increase in the variety of sports being practised. In the early 1980s, a progressive withdrawal by various levels of government took place, and sport became a “victim” of budget cuts” (Participant, Regional Conferences on Sport)*

We heard that, despite some recent improvements, increased funding is crucial to improving sport in Canada. While a lack of adequate funding was a common theme, the more effective use of existing funding was also considered important. Participants recommended the broadest possible exploitation of new sources of funding, and the use of innovative approaches, including better arrangements for cost-sharing and more creative sponsorship and fundraising arrangements with the private sector. It should be noted that the single highest contribution to funding of sport participation comes from participants and their families.

- A strategic approach to hosting is needed

Hosting major sport events and games has a positive impact on the hosting region for many years. Among the benefits often cited are the expertise and skills volunteers develop, the development of athletes, stronger and more confident communities, and the legacies of infrastructure for future generations of athletes. Participants proposed a more strategic approach to hosting to achieve a more balanced geographical dispersion of the benefits.

- The media have a role to play to inform the public on amateur sport

A consensus emerged as to the key role the media can play in providing information on amateur sport to the Canadian public. Media representatives suggested that to better play that role, they need to receive pertinent information from sport organizations in a more efficient way. For example, they suggested establishing an organization to collect, update and communicate all information related to amateur sport, such as calendars of events, athlete biographies, technical information on sport, etc. In terms of values and ethics, participants in the consultations discussed the importance of promoting ethical behaviour and sportsmanship rather than highlighting negative behaviour such as drug use or violence in sport.

## V. Our Challenges

### Participation

*“The goal of a national sport policy should be sports for all. By sports for all, I mean that all appropriate forms of physical activity, competitive and non-competitive, should be available to all citizens.” (Participant, Regional Conferences on Sport)*

There has been a decline in participation in sport activity in Canada. The recent Statistics Canada study entitled “Sport Participation in Canada”, which dealt with participation by Canadians aged 15 years and older, found, among other things, that sport participation has dropped dramatically- from 45% in 1992 to 34% in 1998.

Despite known health advantages resulting from sport participation, children’s fitness begins to decline by the age of 12, and children are up to 40% less active today than they were 30 years ago. The teen years are increasingly being characterized by reduced participation in physical activity and a corresponding reduction in fitness. An increasing proportion of Canadian children are over-weight (the prevalence of overweight among boys increased from 15% in 1981 to 35.4% in 1996 and among girls increased from 15% to 29.2%).

While Canadians have cited issues such as lack of time and interest to account for this trend, there are also reasons related more directly to sport. Many consider that an over-emphasis on competition and increasing violence in professional sport have had a detrimental impact on participation. In addition, throughout the 1990s, fiscal pressures resulted in a reduction of funding available for sport in Canada at all levels. The focus for the support of sport in Canada had to be narrowed. At the federal level, efforts were directed primarily to developing excellence through high-performance sport. Participation in sport did not receive the promotion and attention that might otherwise have been available.

Federal-provincial/territorial Ministers Responsible for Fitness, Recreation and Sport have established targets for reducing the number of inactive Canadians by 10% by 2003. Increased participation in sport is a significant contributor to reducing levels of inactivity which have been estimated at about 63% (Physical Activity Monitor 1998 - Canadian Fitness and Lifestyle Research Institute). There are concerns that sufficient support activity and planning has not taken place to begin achieving these goals.

An overwhelming case has been made for the need to increase levels of sport participation in order to enhance the quality of life and well-being of Canadians, and proactive, targeted and funded programs are necessary to achieve this objective.

#### Accessibility

*“Sport is present in the Aboriginal community because it is a fundamental part of their lives. We have the solutions and we simply want help to take concrete actions.” (Participant, Aboriginal Sport Circle Roundtable)*

*“The introduction to wheelchair sports was a major turning point in my life. Being able to compete with my peers gave me the same experience as that which my able-bodied friends were having. As well, it returned a sense of normalcy back to my life.” (Participant, Regional Conferences on Sport)*

While sporting opportunities are ostensibly open to all, certain factors impact on participation. These can be social, cultural and economic.

There are groups in Canadian society, such as girls and women, people with disabilities, Aboriginal peoples and visible minorities, that traditionally have been under-represented in the sport system, both as participants and in leadership roles. While there has been some progress in participation rates in these groups in recent years, much remains to be done to eliminate systemic and other barriers. For example, according to the 1998 General Social Survey (GSS) data, summarized in the Report on *Sport Participation in Canada*, only 26% of adult women, compared to 43% of adult men participate regularly in sport. A similar gender difference exists at younger ages, as 48% of girls compared with 61% of boys aged five to 14 are active in sport.

In recent years, the Aboriginal Sport Circle has identified a number of barriers limiting the participation of Aboriginal youth in the sport system. These include racism, access to facilities and programs, and the cost of participation. While sport and physical activity are seen as effective means of combatting social problems

such as alcohol and drug abuse, there are few or limited sport program opportunities available in many Aboriginal communities and for urban Aboriginal youth.

The under-representation of these groups in leadership positions such as coaches, officials and sport organization boards and committees is even more pronounced.

There are also other marginalised groups such as the economically disadvantaged which have much less access to sport participation opportunities, due to such cost factors as membership fees, facility access, equipment, and travel. Data from the 1998 GSS indicate that only 49% of children from homes with incomes under \$40,000 were active in sport, compared with 73% of children from households with earnings of greater than \$80,000.

The availability and accessibility of sport infrastructure is a difficult challenge in Canada, especially with our geographical constraints. The cost of facilities and travel to participate in competition often act as barriers for many Canadians, particularly those in regions where sport infrastructure is unavailable or where there are great distances between small communities.

A national sport policy will need to reflect a requirement for all Canadians to have access to participation opportunities and leadership positions. Action plans will need to address proactive measures to improve the situation for under-represented and marginalized groups.

### School Sport and Physical Education

*“Three studies (Trois-Rivières, Australia, and the United States) confirmed the effect on academic performance of increasing the amount of physical education. It was found that an increase of 3 to 5 hours per week in sport participation and an equal reduction of time spent on school curriculum had absolutely no effect on the academic performance of youth, which actually improved in some cases.”*  
(Participant, Regional Conferences on Sport)

There was consensus in our consultations that action must be taken to improve the state of school sport and physical education. Education is a provincial jurisdiction in Canada; however, it is an area of profound interest to all the elements in the sport system.

The UNESCO Charter of Physical Education and Sport (1978) states that “each human being has a fundamental right of access to physical education and sport opportunities essential for the inclusive development of the total child”.

There are three key issues that need to be considered: the quality and availability of physical education in our schools; the nature and extent of school sport programming; and the use of and accessibility to school sport facilities. This is critically important since schools present one of our best opportunities for broad and barrier-free access to sport.

A strong case has been made for more physical education and sport programs in schools in Canada, and leadership will be an important part of a national sport policy.

### Support for Athlete Development

Because athletes are the focal point of the Canadian sport system, a strong preparatory system for developing them is essential. Athlete development begins with sport initiation, and may include participation in a school or club setting, recreational programs and high-performance competition. It comprises physical and personal skill development, and other dimensions of growth associated with sport participation. A coherent athlete development model is needed to advance sport and to prepare athletes for competitions and other challenges. Athlete development is intrinsically linked with coaching development and other components of the sport system.

The Canadian sport system needs to provide fully integrated opportunities for the seamless development of Canadian athletes. Sport programs and services should take into account the age and maturity of the athletes, and skill development needs. They also should promote health and well-being, and contribute to athletes' quality of life. Athlete involvement in creating and improving sport programs enhances not only the sport system, but provides opportunity for the development of skills that will benefit society as a whole.

The structure of the Canadian sport system has changed significantly in the last decade due to varied factors, including government reorganization, changes in funding structures and policy, and the increasing demands of international sport. In general, fewer resources have been available for widespread broad based development activities.

Rebuilding the development system is required, and investments will have to be made in tomorrow's international competitors. A national sport policy will have to recognize the situation and provide a catalyst for coordinated activities to improve athlete progression from entry to high performance. We will need to develop opportunities for success and achievement at youth, junior, and other international events.

### Coaching

*“An innovative, new, national policy on sport could help if it approached national sport organizations to work with their provincial and territorial counterparts to develop a broader range of leadership tools aimed at coaches and officials.” (Participant, Regional Conferences on Sport)*

Coaching refers to the preparation and training of individuals and teams for athletic competition. Most people involved in coaching in Canada are volunteers, and few have sufficient training. At the other end of the spectrum are those who dedicate their professional lives to leading athletes to competition and excellence, and who have the competence to do so.

There are significant shortcomings in coaching in the Canadian sport system. For instance, it is generally accepted that coaches are neither recognized nor valued as they should be. This is particularly important given the critical influence coaches have over athletes, from honing their skills to motivating their efforts to supporting their ethical behaviour. Coaches are part of a system that is largely voluntary – most coaches are volunteers themselves, which creates significant turnover and a great demand for coaching development.

Programs to provide for the education and development of coaches are frequently uncoordinated and overlapping. For example, the National Coaching Certification Program (NCCP) is not coordinated with



college and university programs. Better co-ordination is needed among the different parties involved in the professionalization of coaching.

Very few coaches are employed full time. Even at the national level, only half the national coaches are employed full time. There are few opportunities for full time coaching in Canada. Compensation is poor and working conditions are often difficult with long hours and a lack of good program support. A common public perception is that coaching is a hobby.

The organizations and institutions involved with coaching are a critical component of the sport system. They require clear mandates and appropriate governance structures to ensure that coaching is effective and coaches are fully represented in the sport system.

### International Ranking

*“Canada has all the potential required to become a world leader in sport. It has the talent, the resources, the many opportunities to participate in sport and it has a healthy population. We lack however a concerted commitment to become the best in the world.” (Participant, Regional Conferences on Sport)*

It has always been controversial to measure success in international sport competition, and it has been difficult to relate the level of resource investment in sport to international success. Nevertheless, Canada’s international ranking, based on medals or other criteria such as top eight finishes, is always visible and stands as a public statement of our achievement, and a source of either pride or concern, whether we like it or not.

There are several major games that have to be considered, and some can be used to illustrate the issue. In the recent summer Olympic Games in Sydney, Australia, Canada placed 17th, measured both by medals and top eight finishes. This is a slide from our previous ranking 11th in 1996. By contrast, Canada’s performance at the recent Paralympic Games was very successful, improving from seventh to fourth place.

The difference between third and fourth place, or eighth and ninth place, in a highly competitive world class international event can be extremely small. The slightest advantage in training, coaching and facilities can change the result dramatically. The level of investment in high-performance sport, therefore, can be crucial to success in international ranking.

Polling has indicated that Canadians emphatically want to maintain a presence in international high-performance sport, and that they have expectations that Canadian athletes will do well. A national sport policy must deal with international ranking and set out a philosophy on its importance and provide direction on achieving related objectives. Such objectives should be set collaboratively by all stakeholders in the sport system.

### Ethical Issues

*“Sport fosters a healthy body to go with a healthy mind. But sport can destroy a body as easily as it can enhance it. It can teach us to bully and to cheat. Sport is neither good nor bad. It is neutral. It is what each of us, as athletes, coaches, administrators and parents, makes of it.” (Participant, Regional Conferences on Sport)*

There is clear evidence that Canadians expect the institution of sport to adhere to high moral and ethical standards. This is tied to the integrity of society as a whole. More and more organizations and institutions outside the world of sport, both governmental and non-governmental, are addressing the broad issues of integrity and ethics in their domain. Private sector corporations, professional associations, international organizations and agencies of governments have realized the need for ethical principles and standards to promote their specific interests and to ensure public acceptability and support. These principles and standards are a pre-requisite for accountability and transparency.

Ethical conduct in sport entails combatting doping, harassment, abuse and violence; and promoting health, safety and procedural fairness.

In sport in Canada, there is not always a shared understanding of what constitutes ethical behaviour. There is increasing concern about the use of drugs and banned substances in organized sport. Scandals in sport are often related to ethics and values and create a profound public distaste and cynicism. Sometimes the attitudes and respect Canadians expect in the sport system are not there. Left unaddressed, these factors could have a serious detrimental impact on sport.

Our consultation process produced a strong consensus that governments and sport organizations, both professional and amateur, must exercise diligent stewardship over sport especially with respect to ethics and values.

### **Resolution of Disputes in Sport**

Closely related to ethics and values in sport is the question of dispute resolution, an important one given the increasing number of disputes. Disputes can occur in any number of areas – for instance, over selection of athletes to national teams, hiring and firing of coaches, suspensions and discipline, and the results of drug testing.

Currently, for amateur sport in Canada, the processes for dispute resolution are haphazard at best and non-existent at worst. This is particularly the case for sport organizations and their members.

Recourse through litigation and the courts is expensive, time consuming, inefficient and frequently unproductive. As is the case in many other areas of public interest, avenues need to be created to allow for the orderly, effective, fair and efficient resolution of disputes. Many in the sport community have advocated the introduction of modern alternate dispute resolution concepts and practices into the decision-making of Canada's sport organizations.

A Canadian sport policy will need to provide a basis for effective dispute resolution.

### **The Canada Games and National Championships**

*“The Canada Games is an excellent example of what can be accomplished when all sport stakeholders work toward a common vision. Partnership is the key to its success.” (Participant, Regional Conferences on Sport)*

At the national level, the Canada Games is an important part of the sport system. The Games play a key role in the athlete development system for many sports and are typically an athlete's first exposure to a multi-sport competition environment. However, because of the four-year span between each edition of Summer and Winter Canada Games, an entire generation of athletes misses out on the opportunity to participate. As a result, there has been some discussion about the merits of increasing the frequency of the Games. The Canada Games also has a role to play in the development of particular sports, and on provincial development programs for elite athletes. Hosting is also important, because the Canada Games provide a significant opportunity for community development and the creation of sport legacies.

There is also a need to enhance the promotion and visibility of the Canada Games to build on its contribution to connecting Canadians, particularly youth, and celebrating the values of sport.

A national sport policy would need to encompass all the requirements for governance, co-ordination, regional balance, marketing, revenue generation, promotion, and communications associated with the Canada Games.

National championships provide competitive opportunities for developing athletes, and hosting opportunities for Canadian communities. Owing in part to reduced government support, growing travel costs are almost exclusively paid by athletes and their families and there has been a decline in the numbers attending and in the quality of competition. A sport policy for Canada will have to address these issues.

### **Hosting International Sport Events**

Hosting national and international sport events provides an opportunity for significant direct and indirect benefits. These activities also serve as a catalyst for achieving a variety of sport objectives for athletes and others, provide economic benefits, support community and regional development, promote increased participation and generate legacies for sport infrastructure and continuing development.

International events include the hosting of major games (Olympics, Pan-American Games, Commonwealth Games), strategic focus events (North American Indigenous Games) and single-sport events (World Championships, World Cups). Canada's approach to these events has sometimes been fragmented and uncoordinated. This has resulted in a regional imbalance of the benefits, including sport legacies, of hosting international events.

Increasingly, more and more countries are bidding for international sport events because of the political profile and potential economic benefits for the host country. Many observers have pointed out that the lack of a central table to coordinate the multiple layers of government and other institutional involvement has hindered Canada's ability to be more strategic in its bidding for, and hosting of, Games. Fiscal restraint, and the tendency to ad-hoc and sporadic funding has also been a detrimental factor.

### **Research and Knowledge Base**

It is important to be able to identify fully the contribution and benefit to society of sport and investments in sport. This requires the systematic development and application of research and knowledge with respect to sport and sport participation.

The situation in Canada today is that there is a limited knowledge base and few research opportunities within sport. For instance, the benefits of sport participation are considered by many within the sport system to be comprehensive and substantial. However, the existing research on these benefits is weak and uncoordinated, especially with respect to such important issues as the link between participation in sport and downstream health care costs in Canada.

To support a national sport policy, research and knowledge are required in many areas: policy; applied sport; and, physical activity. It would be important to ensure full collaboration from the entire research community including academic institutions.

### **The Impact of Professional Sport**

Professional sport in Canada has extremely high visibility. Its athletes, coaches, owners and commentators exert considerable influence, especially as role models for youth.

There are many outstanding heroes and exemplary role models at all levels of professional sport. However, some of the values and behaviour in professional sport, such as contract disputes, drug use and violence, detract from the positive values the sport system is attempting to entrench in amateur sport.

Professional sport is a business with a business imperative – to create audiences and make a profit. There is concern that professional sport is uninterested in ethics, and is not doing its part to support the broader interest of sport, either financially or through its governance. Many believe professional sport should foster ethical behaviour to ensure that there is a consistent approach to ethics and values across the full spectrum of professional and amateur sport. Amateur sport development is a direct contributor to the success of professional sport, and there is a strong feeling that professional sport should both respect and contribute to amateur sport.

The issues are further compounded by the role and approach of the media. Frequently, the media focus on the sensational and entertainment aspects of professional sport runs contrary to the overall efforts of the sport system to foster a strong basis of ethics and values. A clear example is the emphasis placed on violent incidents in hockey by various television and other video media.

A consensus exists that solutions lie in the adoption of principles and standards for ethical behaviour across all sport, and strengthened cooperative relationships with professional sport.

### **Alternative Sources of Funding**

The consultation process identified a clear need for funding to meet broader objectives for the sport system in Canada, including increasing participation and creating capacity. It is believed there is wide public support to augment funding – an Angus Reid poll in 2000 noted that 93% of Canadians agree that it is important for the Government of Canada to increase its support for athletes.

The case for thinking of sport as an investment rather than an expenditure needs to be articulated and promoted both within and outside the sport community. The funding that is available needs to be applied in the most effective way, and accountability for the use of funds must be tied directly to agreed policy

objectives and measurable results. Increased efforts need to be made to develop and leverage non-governmental sources of funding, especially through private sector and corporate partnerships and sponsorship. As an example, in one province an organization has been established to promote sport and academic excellence among that province's best athletes. Based largely on private sector sponsorship, it is now able to provide more than \$400,000 annually to athletes.

A Canadian sport policy would need to foster and develop all opportunities for innovative approaches to sport funding.

### **Collaboration and Shared Accountability**

The sport system in Canada is characterized by a multiplicity of individuals, organizations, institutions and governments. All these elements of the system have a responsibility to provide the leadership, partnership and accountability necessary for the best possible sport system Canada can have.

The consultation process made it very clear that, despite the stated policies, good intentions and extensive efforts of the past, the necessary coordination and collaboration of all the elements of the system has not occurred. There was a near unanimous view that our system can only be effective if we can find the means to achieve needed coordination. While the difficulties were recognized, effective collaboration was considered critical for an effective national sport policy and it was clear that a renewed effort was mandatory.

New thinking will be required. Collaboration and partnerships will have to be developed among and between all elements of the sport system. Where only bilateral relationships existed in the past, multilateral collaboration will need to be considered to broaden involvement and create synergy. Where the previous focus was only multilateral, bilateral relationships will need to be pursued to take advantage of progressive opportunities, flexibility and the possibility of implementing successful pilot programs that can later have broader application.

There will be a need for better co-ordination of programming within sports (NSO/PSO/club); more collaboration among sports and agencies at all levels; and increased collaboration and partnership between the federal and provincial/territorial governments, and enhanced partnership with the sport community.

The challenge for the entire sport community is clear: there is a need to agree on objectives, to develop and share action plans, and to be held jointly accountable for results.

## **VI. A Proposed Canadian Sport Policy**

Sport is a powerful and effective instrument to achieve social, cultural and economic goals and benefits for Canadian society. Participation and excellence in sport contributes to:

- creating the environment for sustainable broad-based participation at the community level;
- breaking down the barriers to participation and developing a more inclusive society;
- promoting potential and talent leading some to excellence;

- securing a good start in life and promoting health and well-being; and
- enhancing our Canadian voice in the world and our shared sense of citizenship.

Achieving these goals requires healthy and secure citizens and strengthening our distinct culture and values. A comprehensive sport policy can enable us to take advantage of opportunities that sport offers: fostering inclusion of citizens; engaging our youth; enabling talented Canadians to excel; and promoting Canadian values and interests abroad.

In Section III, this paper discussed the contribution of sport. Thinking differently about sport suggests strongly that sport can contribute much beyond leisure and entertainment. Sport contributes to a strengthening of our shared citizenship, the pursuit of excellence, the desire to connect Canadians to one another, our quality of life, and good health, all this in addition to contributing to Canada's economic growth and prosperity.

A sport policy will support many objectives. It will contribute to social cohesion, health promotion and prevention of illness and disease, the social integration of marginalized and at-risk groups, and the promotion of national unity. It will contribute to economic development, through the construction and development of infrastructure, development of relationships with the corporate sector and building on success in international competition.

Finally, sport policy in Canada must take account of the shared and individual responsibilities among all orders of government and all elements of the sport system, and the need for collaboration to ensure that sufficient synergies are developed for the effective role of sport in our society.

### **A Renewed Vision for Canadian Sport**

A policy must be based on a vision. The *Planning Framework for Sport in Canada* articulated a vision for sport which was endorsed in 1995 by the federal, provincial and territorial governments, and by the national sport community. This continues to serve as an umbrella vision for the proposed Canadian Sport Policy. In view of the consultations and reviews undertaken over the past year, the following vision is put forward as a further elaboration of the previously agreed umbrella vision that could be adopted for Canadian sport:

#### **A Vision for Canadian Sport by 2011**

- Canadians' shared sense of citizenship and quality of life will be strengthened through an increased participation in sport
- Canadians of all ages and abilities will be able to enjoy a full range of sport experiences enriched by the presence of dedicated and qualified volunteers and staff
- Canada will be known as a proud sporting nation with a rich heritage of excellence in national and international competition and a strong reputation for its contribution and leadership in sport and social development, both in Canada and abroad
- Sport will be centred on meeting the needs of athletes and participants

### Guiding Principles and Values

The following principles and their inherent values are an integral part of the vision for sport in Canada and should guide sport policy decision-making:

- sport must be welcoming and inclusive, offering everyone an opportunity to participate, regardless of age, gender, race, language, sexual orientation, disability, religion, region, or economic circumstances.
- sport must be accessible for all Canadians and opportunities must exist for all Canadians to participate depending on their personal needs, interests, aspirations and abilities.
- sport opportunities must provide access to qualified human resources and a safe and secure environment.
- sport must promote fair play and healthy competition, discourage the use of banned and restricted substances and practices, prohibit all forms of cheating, and be free from harassment and abuse
- sport includes the pursuit of excellence and the desire to win by fair and ethical means
- all individuals involved in sport should be respected for their unique and significant contribution
- policies and programs should be developed in a spirit of collaboration and consultation with the sport community, taking into account the concurrent responsibilities of both federal and provincial/territorial governments in public policy development for sport

### Policy Goals

The proposed sport policy for Canada has the two fundamental goals of **participation** and **excellence**, supported by a third goal of **building capacity** for sport in Canada. The sections below articulate these policies in a way that, it is hoped, all individuals, organizations and governments involved in the sport system in Canada can embrace.

#### Participation

To maximize the benefits for the individuals, communities and organizations in the sport system, and for Canadian society, sport in Canada will involve as many people as possible. Efforts will be directed to increasing the level of active participation and continuing to foster the full participation of participants, coaches, officials, administrators and volunteers. Initiatives, programs and resources will be directed to the broadest possible participation of all Canadians, ensuring accessibility for, and the inclusion of, all members of Canadian society, and metrics will be developed to measure sport participation success.

#### Excellence

To stimulate pride in Canadian achievement and to promote Canadian identity at home and abroad, Canada will improve its high-performance athletic excellence. Stretch targets for international performance will be developed collaboratively to guide and direct the efforts of the entire sport community and programs will promote the development of world class athletes, coaches and officials in a sport environment characterized by the highest standards of values and ethics.

## **Building Capacity**

The dual policy goals of participation and excellence can only be achieved by building capacity in the individuals, communities and institutions that comprise the Canadian sport system. Efforts and initiatives will be focussed to sustain and promote sport in Canada and take full advantage of the wide-ranging benefits of sport. There are a number of specific themes where policies can be articulated to support the notion of building capacity:

- Human resources development

Individuals constitute the most important resource in the Canadian sport system – athletes, coaches, officials, administrators and volunteers. A sport policy for Canada must clearly provide support to develop the capacities of its human resources and provide a national framework for their involvement.

Individuals involved in sport will represent Canada's linguistic duality and cultural diversity. The sport system will include all Canada's citizens. Wherever necessary, programs will encourage increased participation of under-represented and marginalized groups.

Canadian sport programs will be characterized by a focus on athlete and participant development across the full spectrum from initial entry to high-performance. Programs will ensure seamless development and be designed to enable athletes and participants to reach their full potential.

The Canadian sport system will support coaching development and recognize coaches whose role is to train athletes, provide counsel and instill qualities of determination, commitment, teamwork, fairness, responsibility and empathy. All practitioners - instructors, leaders, coaches, support staff, and volunteers - will be respected and valued for their contribution.

Training and development programs will be available for instructors, sport leaders and officials to ensure their full and effective participation in the sport system. Opportunities will be provided for training and development in organizational skills for Board members, executives, and professional staff involved with sport organizations and institutions.

- Organizational development

Sport in Canada would be impossible without the efforts of the many organizations and institutions, from local clubs to National Sport Organizations, established to promote, regulate and administer sport and sporting events. These organizations and institutions also require a policy framework for their governance, operations and focus.

Organizations and institutions in the sport system will take fully into account the policy goals of participation and excellence. They will have effective and democratic governance structures, with opportunities for representation by interested stakeholders.

Initiatives and programs will be promoted that are designed to develop the organizational skills and abilities necessary for the effective discharge of responsibilities.



Activities and operations of sport institutions and organizations and their Boards will be transparent, with clearly defined accountability structures and oversight, and open to public scrutiny.

Programs, policies, and decision-making in sport institutions and organizations will be based on the needs of athletes and participants who will be involved in decision-making which affects them, and share responsibility with others for fair and ethical competition. Organizations and institutions will ensure that athletes and participants have access to qualified instruction and coaching, adequate facilities, appropriate training and competitive opportunities, in an environment that provides for health and safety and personal development.

- Values and ethics

Sport will be characterized by a safe, fair and ethical environment through coordinated action both by government and non-government institutions. A common ethical basis for sport will be articulated, including principles, standards and a framework for ethical behaviour. These standards and principles will deal with fair play, doping, harassment and abuse, violence, health and safety, and procedural fairness. Clear roles and mandates will be established for individuals, institutions and governments. Professional sport organizations will be encouraged to promote ethical behaviour and values.

- Dispute resolution

Sport organizations and institutions in Canada, and their members, will have access to a fair, effective and efficient process for resolving disputes outside the court and litigation system. The process will ensure independence and accessibility. Efforts will be made to reduce the incidence of disputes and therefore the demand for resolution services.

- Hosting sport events

Hosting sport events is an effective means of realizing sport objectives in Canada. Support for event hosting will be based on a long-term strategic plan and designed to maximize benefits. Events must have demonstrable community support, enhance development opportunities for athletes, be free from barriers to participation, promote increased participation by youth, and promote sport heroes and role models. Events will provide sport programming legacies that lead to continued and lasting sport programming, facilities and human resource expertise. Events must be supported by effective partnerships at all levels.

- Research and knowledge base

The knowledge base and research capacity in the sport sector will be systematically improved to support policy and program development and operational decision-making, and advance sport science and technology innovation.

- Sport Infrastructure

All elements of the sport system in Canada share responsibility to develop and maintain the physical infrastructure required to support the policy objectives of participation and excellence. Opportunities will be

exploited to develop new infrastructure, particularly as legacies from hosting national and international sport events. Infrastructure will be accessible to the broadest possible range of sport activity at all levels. Inventories will be developed and maintained to support needs assessment and guide investment decisions.

## VII. From Consultation to Policy to Action

The Mills Report and the consultations held over the past year made it clear that the future of sport in Canada depends on strong *leadership*, *partnership* and *accountability*. These are the key elements that will support the actions that result from a Canadian sport policy.

Leadership has to come from all those who form part of the sport system in Canada. It has to come from the athletes, coaches, officials, volunteers, sport organizations, private enterprises and various levels of government.

Partnership is just as important, and involves those same individuals and organizations. Stronger partnerships between the various levels of government, the public and private sectors, coaches and athletes, and all the individuals, will lead to significant increases in the effectiveness and efficiency of actions to support sport policy.

Accountability implies having a clear vision, and specific goals and objectives. It means being open and responsible for the development and delivery of fair and ethical sport. It carries with it the obligation of full transparency, including the measurement of results and performance against objectives.

These key elements are the characteristics that must pervade the actions of all in the sport system if we are to be successful in implementing a new sport policy. In addition, the effort of the recent consultation process must not be lost. Mechanisms need to be introduced to provide for a process of ongoing consultation and dialogue to build on the momentum created for improvement in sport in Canada.