



## **Gaining Momentum Together Envisioning NB Sport 2035 – Moving Forward**

In 2021 Sport NB and the Department of Tourism, Heritage and Culture – Sport and Recreation Branch co-sponsored a project to review the provincial sport system. This review involved external consulting support, volunteer leadership, extensive consultation, and research to identify strengths, gaps and opportunities in the NB sport system.

The final report, **Gaining Momentum Together – Envisioning N.B. Sport 2035** was delivered to the co-sponsors in June 2022. In total, the report, includes 60 recommendations in five priority focus areas.

This report was prepared for public release leading up to the Sport Summit. Sport NB is pleased to share the report with our members and is offering an update presentation about the report and next steps on Friday, November 18<sup>th</sup>, 2022 as part of the Sport Summit.

Sport leaders, partners and stakeholders have an important role to play in building a stronger, valued provincial sport system that increases participation, supports athletes and assists those responsible for developing and delivering sport programs, making New Brunswick a leader in Canadian sport. Sport leaders, system partners and stakeholders are encouraged to engage in the project and in opportunities to analyze the recommendations, identify priorities and develop collaborative action plans.

## **De l'avant avec élan... Ensemble envisager le sport au N.-B. 2035 - Aller de l'avant**

En 2021, Sport NB et le ministère du Tourisme, du Patrimoine et de la Culture - Direction du sport et des loisirs ont coparrainé un projet visant à examiner le système sportif provincial. Cet examen a nécessité l'aide d'un consultant externe, un leadership bénévole, une consultation approfondie et une recherche pour identifier les forces, les lacunes et les possibilités du système sportif du Nouveau-Brunswick.

Le rapport final, intitulé **De l'avant avec élan... Ensemble envisager le sport au N.-B. 2035** a été remis aux coparrains en juin 2022. Au total, le rapport comprend 60 recommandations dans cinq domaines d'intérêt prioritaires.

Ce rapport a été préparée pour être rendue publique avant le Sommet du sport. Sport NB est heureux de partager le rapport avec ses membres et offre une présentation de mise à jour sur le rapport et les prochaines étapes le vendredi 18 novembre 2022 dans le cadre du Sommet du sport.

Les dirigeants sportifs, les partenaires et les intervenants ont un rôle important à jouer dans la mise en place d'un système sportif provincial plus fort et valorisé qui augmente la participation, soutient les athlètes et aide les personnes responsables de l'élaboration et de la prestation des programmes sportifs, faisant du Nouveau-Brunswick un chef de file du sport canadien. Les dirigeants sportifs, les partenaires du système et les intervenants sont encouragés à participer au projet et à saisir les occasions d'analyser les recommandations, de déterminer les priorités et d'élaborer des plans d'action concertés.

# Gaining Momentum Together

ENVISIONING N.B. SPORT 2035

# Table of Contents

Executive Summary	3
Preamble	4
The Case for Change	5
Sport for All	8
The Investment in Sport	13
The Sport Engine: Sport System Leadership	19
Sport Development and Delivery	28
The Sport Connection: Collaboration and Alignment	35
Making It Happen: Moving From Recommendations to Action	42
Appendix - NB's Recreation and Sport Policy Framework (2017)	44

# Executive Summary

Challenges facing the sport sector are not new, however we are facing an unprecedented challenge to rebuild sport after the serious interruption to our daily lives caused by COVID-19. Sport is not expected to return to the status quo. The sport system must change to stay relevant and keep people and communities engaged. We have a unique opportunity to build on our success and address the issues with creativity and innovation.

This report is not a strategic plan; action plans will evolve in the days ahead after government, sport leaders and stakeholders digest our findings and consider our recommendations.

**Envisioning N.B. Sport 2035** presents what we expect from sport and how we must positively evolve the sport system. We heard from over 700 hundred people and 25 organizations at summits, in surveys, through interviews and direct communication. This report describes where we are at, where we need to go and what opportunities exist to help us get there. We envision a change agenda driven by a shared commitment to achieve goals focused in five areas of focus.

## FOCUS AREA A:

### Sport for All

- Realize maximum benefits of values-based sport for athletes and New Brunswickers.
- Increase participation in a sport system that welcomes and reflects the diversity of New Brunswick.

## FOCUS AREA B:

### Investment in Sport

- Increase direct investment in the New Brunswick sports system.
- Realize the benefits of sport tourism for sport and community development.

## FOCUS AREA C:

### Sport Leadership

- Increase organizational effectiveness.
- Position Sport NB 2.0 as the lead agency in the development, promotion and growth of amateur sport in New Brunswick.
- Provide meaningful and comprehensive support to sport leaders and organizations.
- Modernize governance of sport organizations.

## FOCUS AREA D:

### Sport Development and Delivery

- Increase sport participation through investment in community sport development.
- Improve reliable access to public facilities and spaces by sport.
- Achieve shared outcomes for high performance sport.

## FOCUS AREA E:

### Collaboration and Alignment

- Build cross-sport and cross-sector collaboration to achieve high sport participation and healthy vibrant communities.

**The transition and implementation plans outline how to effectively move from a report with 60 recommendations to accountable action over a three-year period(2022–2023, 2023–2024, 2024–2025). The New Brunswick sport system will continue to evolve as change gains momentum.**

## Preamble

*Gaining Momentum Together: The Envisioning Sport Report (2022)* looks ahead to sport in New Brunswick in 2035. For New Brunswickers to realize the full benefits from sport, system change is needed. This report advances a change agenda that requires system partners and stakeholders to innovate, collaborate, coordinate, and celebrate progress together.

Sport in New Brunswick is experiencing a unique period in history. While managing the impact of the global pandemic on sport, we must rebuild our sport networks, re-engage our sport leaders, and recruit sport participants for life. As sport “returns to play,” we are in uncharted waters.

*Sport New Brunswick (Sport NB)*, in collaboration with the *Sport and Recreation Branch (SR Branch)*, launched a sport system project in September 2021. *Envisioning NB Sport 2035* is a made-in-New Brunswick approach to developing, delivering, and supporting sport. We envision:

- a provincial sport system meeting the growing expectations for positive sport experiences for everyone, and;
- New Brunswickers, through sport, enjoying better quality of life and living in welcoming, healthy communities.

## Project Purpose

*“To build a stronger, valued provincial sport system that increases participation, supports athletes, and assists those responsible for developing and delivering sport programs, making New Brunswick a leader in Canadian sport”*

## Project Leadership and System Engagement

Project leadership involved a Management and Coordinating Team (Sport NB / SR Branch), a Guiding Team (sport system leaders) and a Project Team (NE McKay & Associates). See Appendix A for a list of members.

The Envisioning Sport Project (ESP) had an extensive consultation process, especially when you consider the timing with COVID. To gain momentum together, we engaged the sport sector and offered opportunities for those interested to provide input and advice. The engagement activities involved hundreds of people and over 50 conversations with over 20 organizations. As work progressed, key documents were located at <https://www.sportnb.com/en/envisioning-sport/> including:

- *NB Visioning Project Report (2021)*
- Project Launch (September 2021)
- Guiding Team (October 2021)
- Backgrounder (November 2021)
- Sport Summit 2021 (November 2021)
- Envisioning Sport Survey 1 (December 2021)
- Envisioning Sport Survey 2 (March 2022)
- Change Agenda (June 2022)

*To advance future discussions, three leadership documents were developed – two Working Frameworks outlining roles and responsibilities of sport organizations and a Working Model for Sport NB 2.0.*

# The Case for Change

New Brunswick has not examined its sport system for decades. The system is complex and may best be described as operating in silos rather than as a coordinated network. The urgency for change is growing among many concerned about our sport system and the pressures it faces.

It is time to take stock, envision the future, and determine a clear path forward to make it happen.

We can learn from promising practices in other Canadian jurisdictions. We must also consider our provincial context in relation to the evaluation of the Canadian Sport Policy (2012 – 2022).

The current Canadian Sport Policy 2012 – 2022 (CPS2) is under review; the next generation policy CPS3 (2023 – 2033) is expected to be released in February 2023. At an April engagement session for New Brunswick, we identified strong alignment between the themes presented for discussion and the issues identified during the Envisioning Sport 2035 Project. We are marching along a similar path intended to inform, motivate and mobilize sport partners and stakeholders to coordinate action and deliver the sport New Brunswickers want.

Sport is recognized as important in keeping us active and healthy. To have impact, sport in New Brunswick needs a roadmap that engages the system toward achieving a shared vision. Success is more attainable when forces work together and are guided by aligned policy and practice.

Canada Games 2029 will be held in New Brunswick. The multi-million dollar event presents a strategic opportunity to align the required system investments with sport development objectives for the future. The benefits of hosting the largest biennial multi-sport event in Canada was demonstrated by the success of the 1985 Canada Summer Games in Saint John and the 2003 Canada Winter Games in Bathurst-Campbellton.

## Expectations of System Change

Sport leaders and policy-makers must lead the charge and engage in deliberate change. For the province to deliver quality sport in New Brunswick, we must shape a future system that:

- Respects equity, diversity, and inclusion
- Responds to community needs
- Adopts a more collaborative approach
- Continues to be accountable to stakeholders
- Takes targeted and coordinated action
- Delivers effective, affordable, and sustainable services and programs
- Supports system partners in executing their roles and system stakeholders in achieving their objectives

## Benefits of System Change

New Brunswick sport benefits from massive investments of volunteer time, leadership, and dollars. Regardless, future investment must not only increase, but it must also lead to more system support, realignment, and balanced leadership roles. Table 1 describes the anticipated benefits of widespread system change to target groups involved with the sport system.

**TABLE 1: ANTICIPATED BENEFITS OF ACHIEVING THE ENVISIONED SPORT SYSTEM CHANGE 2035**

Target Group	Expected Benefits
<b>Athletes and Participants</b>	<ul style="list-style-type: none"> <li>• Increased and accessible participation opportunities</li> <li>• More coordination of programs at community level</li> <li>• More development opportunities from playground to podium</li> <li>• Improved coaching</li> <li>• Increased financial support for athletes</li> </ul>
<b>Parents</b>	<ul style="list-style-type: none"> <li>• Child’s participation in positive, safe and quality sport experiences</li> <li>• Increased inclusive sport opportunities in communities</li> </ul>
<b>Coaches and Officials</b>	<ul style="list-style-type: none"> <li>• Increased development support</li> <li>• Increased professional opportunities within the sport system</li> <li>• Improved recruitment and retention</li> <li>• Improved equity, coordination and collaboration</li> </ul>
<b>Sport Leaders, Sport Organizations and Volunteers</b>	<ul style="list-style-type: none"> <li>• Increased investment in sport system targeted for results</li> <li>• Improved role clarity, system support and accountability</li> <li>• Increased access to facilities, training and resources</li> <li>• Increased professional leadership to support volunteers</li> <li>• Increased cross-sport and cross-system collaboration</li> </ul>
<b>Recreation Partners</b>	<ul style="list-style-type: none"> <li>• Improved infrastructure assets, leadership and coordination</li> <li>• Stronger collaboration/advocacy for sport and recreation</li> <li>• Coordinated programs to keep people active for life</li> </ul>
<b>Community Partners</b>	<ul style="list-style-type: none"> <li>• Quality sport programming responding to community needs</li> <li>• Increased sport investment in community development</li> <li>• Positive impact on community and individual health</li> <li>• Increased economic impact opportunities</li> </ul>
<b>Schools and School Sport</b>	<ul style="list-style-type: none"> <li>• More collaboration between community and school sport</li> <li>• Stronger focus on physical literacy and physical education</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>• Achieving health, social and economic benefits using sport</li> <li>• Higher participation rates in sport</li> <li>• Evidence-based policy and increased system accountability</li> <li>• Stronger system partnership, leadership and coordination</li> </ul>

## The Change Agenda

Sport New Brunswick (Sport NB) and the Sport and Recreation Branch (SR Branch) share the leadership responsibility for driving change within the sport system. Sport not-for-profits (NFP) must continue to deliver sport shaped by shared goals, defined outcomes, and sufficient funding. But the trends are concerning.

**Participation barriers exist** - Between 2019 – 2021, participation by Canadian adults in sport was reported to be just over 27% and varied by age, gender, education, and income. (CFLRI, 2019 – 2021 *Physical Activity Monitor*)

**Physical activity is falling** - The % of N.B. adults (18 years and over) meeting the 150 minutes/week guideline for physical activity falls behind Canada by 6% at 47.8% compared to 53.8%. (NBHC, March 2022, *The 2021 Population Health Snapshot*)

**Community sport facing challenges** - 95% of sport delivery in Canada is at the community level by community sport organizations, yet community sport organizations are facing growing challenges in participation, leadership and resources. Although 75% of Canadian youth participate in organized school or community sport, the systems operate in silos.

**Voluntary sport system needs synergy** - With hundreds of not-for-profit sport organizations leading development and program delivery, coordination and alignment are needed. Over 90% of the sport workforce are volunteers contributing hundreds of thousands of dollars in economic value. The voluntary sport system needs support and innovation to not only survive but to thrive.

**Protect return on investment** - Sport organizations leverage the public funds received by more than 100% from other sources. Investment in hosting events generates funds for sport and community development.

**Envisioning N.B. Sport 2035** is a made-in-New Brunswick approach to developing and delivering sport. The proposed change agenda identifies 15 real opportunities across five areas of focus.

### FOCUS AREA A:

#### Sport for All

##### Opportunity 1

Values-Based Sport

##### Opportunity 2

Reconciliation, Equity, Diversity and Inclusion

### FOCUS AREA B:

#### Investment in Sport

##### Opportunity 3

Sport System Investment

##### Opportunity 4

Sport Tourism

### FOCUS AREA C:

#### Sport Leadership

##### Opportunity 5

Roles and Responsibilities of Sport Organizations

##### Opportunity 6

Sport New Brunswick 2.0

##### Opportunity 7

Support for Sport Leaders and Sport Organizations

##### Opportunity 8

Governance

### FOCUS AREA D:

#### Sport Development and Delivery

##### Opportunity 9

Community Sport Participation

##### Opportunity 10

Access to Facilities and Spaces

##### Opportunity 11

Toward High Performance

### FOCUS AREA E:

#### Collaboration and Alignment

##### Opportunity 12

Sport Organizations

##### Opportunity 13

Physical Education and School Sport

##### Opportunity 14

Colleges and Universities

##### Opportunity 15

Development and Social Change Collaborators

*We are gaining momentum together as we create a shared future for our provincial sport system.*

## FOCUS AREA A

# Sport for All

Participation in quality sport is promoted worldwide for people of all ages and abilities. Sport is seen as a popular way to keep people active, improve health, and strengthen communities.<sup>1</sup>

### OPPORTUNITY 1:

## Values-Based Sport and Its Benefits

Values-based sport is a deliberate approach to sport policies, programs, and practices based on shared values and principles. The Canadian Sport Policy 2012 – 2022<sup>2</sup> emphasizes that all sport programs must be “values-based, designed to increase ethical conduct and decrease unethical behaviour.” But it has evolved to be much more than this.

True Sport<sup>3</sup> is a Canadian movement launched over 12 years ago to promote and advance value-based sport. Thousands of supporters include coaches, officials, teams, sport organizations, facilities, schools, communities, citizens, and allies. True Sport embraces four core values – fairness, excellence, inclusion, and fun – and identifies seven principles as the foundation.

- **Go For It:** Rise to the challenge – always strive for excellence. Discover how good you can be.
- **Play Fair:** Play honestly – obey both the letter and spirit of the rules. Winning is only meaningful when competition is fair.
- **Respect Others:** Show respect for everyone involved in creating your sporting experience, both on and off the field of play. Win with dignity and lose with grace.
- **Keep It Fun:** Find the joy of sport. Keep a positive attitude both on and off the field of play.
- **Stay Healthy:** Place physical and mental health above all other considerations – avoid unsafe activities. Respect your body and keep in shape.
- **Include Everyone:** Share sport with others. Ensure everyone has a place to play.
- **Give Back:** Find ways to show your appreciation for the community that supports your sport and helps make it possible.

Systems tend to keep introducing new things, new models, and new programs, but why not become a vocal champion for True Sport and gain momentum in New Brunswick? By adopting the True Sport values and principles, our sport system will ignite efforts to ensure “*everyone finally enjoys quality sport*”. True Sport is ready, at no cost, to work with us to design and deliver a tailored program as Manitoba and Nova Scotia are doing.

*In the Power of Sport: The True Sport Report 2022<sup>4</sup>*, the benefits of values-based community sport are described and supported by evidence and system examples. A high-level summary of these benefits is found in Table 2.

<sup>1</sup> <https://apps.who.int/iris/bitstream/handle/10665/272722/9789241514187-eng.pdf?sequence=1&isAllowed=y>

<sup>2</sup> <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/SportRecreation-SportLoisirs/CanadianSportPolicy.pdf>

<sup>3</sup> <https://truesportpur.ca/>

<sup>4</sup> <https://truesportpur.ca/power-sport-true-sport-report>

**TABLE 2: BENEFITS OF VALUES-BASED COMMUNITY SPORT**

Themes	Benefits
<b>Improving Health and Well-being</b>	<ul style="list-style-type: none"> <li>• increasing the number of active Canadians</li> <li>• reducing the burden of chronic disease</li> <li>• enhancing mental health</li> <li>• promoting healthy aging</li> <li>• reducing health care costs</li> </ul>
<b>Putting Children and Youth on a Positive Life Course</b>	<ul style="list-style-type: none"> <li>• structured play, organized sport, and early childhood development</li> <li>• building physical capacity and motor skills</li> <li>• keeping children and youth active and healthy using sport</li> <li>• to reduce risky and violent behaviours</li> <li>• fostering positive youth development</li> <li>• providing adult role models enhancing academic achievement</li> <li>• understanding the particular benefits of sport for girls</li> <li>• impacts of sport on children with disabilities</li> </ul>
<b>Promoting Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>• fostering environmental awareness and stewardship</li> <li>• providing a platform for social mobilization</li> <li>• reducing footprint of community sport</li> <li>• mitigating the impact of sport on climate change</li> </ul>
<b>Building Stronger and More Inclusive Communities</b>	<ul style="list-style-type: none"> <li>• building social capital</li> <li>• helping newcomers integrate more quickly into Canadian society</li> <li>• LGBTQ+ inclusion and representation</li> <li>• renewing Indigenous culture</li> <li>• experiences of racialized people</li> <li>• intersectionality</li> </ul>

New Brunswickers will participate and stay in sport if we improve the quality of the sport experience and achieve the health, social, and economic benefits for participants and communities. During engagement with the sport community, we were urged to adopt a stronger values-based approach and create meaningful change in sport across New Brunswick.

## RECOMMENDATIONS

### A. SPORT FOR ALL

#### A.1 VALUES-BASED SPORT AND ITS BENEFITS

**GOAL** - Realize maximum benefits of values-based sport for athletes and New Brunswickers.

Recommendation	Timeline
1. Advance True Sport's Values/Principles in the N.B. Sport System involving: i. Collaboration with True Sport/Canadian Centre for Ethics in Sport ii. A Call to Action for adoption by N.B. communities committed to positive, safe, quality sport experiences for everyone iii. A customized value-based sport initiative and promotion campaign.	2022 – 2023
2. Strengthen athlete-centred policy, practices and programs for safe sport.	2022 – 2023
3. Advocate for sport both as a human right and a vehicle for developing individuals and communities.	2023 – 2024
4. Develop a sport benefits evaluation framework to measure results.	2023 – 2024

#### OPPORTUNITY 2:

### Reconciliation, Equity, Diversity and Inclusion

We believe that sport is both a human right and a vehicle for advancing development of individuals and communities. This belief is well grounded in United Nations conventions and agreements. These conventions often include other articles that identify means through which access to sport may be achieved – such as education and health. Sport, Recreation, Leisure, are often included among the criteria for determining whether human rights are protected and fully enjoyed. The better known examples are:

- **International Covenant on Economic, Social and Cultural Rights (1966)** – the right to sport is recognized through Article 15 - the right to participate in cultural life. Other articles identify means through which access to sport is achieved – education and health.
- **Convention on the Elimination of All Forms of Discrimination Against Women (1979)** - Article 13 specifically recognizes that women and girls have the same rights as men and boys to participate in recreational activities, sports, and all aspects of cultural life.

- **Convention on the Rights of the Child (1989)** - Article 31 recognizes that children have the right to rest and leisure, to engage in play and recreational activities; sport is included.
- **Convention on the Rights of Persons with Disabilities (2006)** – Article 30.5 indicates that that States must ensure that persons with disabilities are able to participate in leisure and sporting activities on an equal basis.
- **United Nations Declaration on the Rights of Indigenous People (2007)** - Article 31 recognizes and protects the “right of indigenous peoples to maintain, control, protect and develop their cultural heritage, traditional knowledge, and traditional cultural expressions, as well as the manifestations of their sciences, technologies, and cultures, including...sports and traditional games.”

We can better understand our situation in Canada by examining the differences in community sport participation for under-represented groups. Table 3 presents selected highlights found in recently published information.

**TABLE 3: DIFFERENCES IN SPORT PARTICIPATION<sup>5</sup>**

**Children's Population (p. 21)**

- From 2005 to 2016, children's participation increased. The 2014 – 2016 CANPLAY study revealed that 77% of Canadian children aged 5 – 19 participated in organized sport and physical activity. The rates decreased with age, dropping to 70% of teens aged 13 – 19.
- Participation is positively impacted by higher incomes, higher education, two-parent families, and parent involvement.

**Women and Girls (p. 3)**

- Over 8 million Canadians aged 15 years or older participated in sport (26.7% of Canadian adults) representing an increase since 2010. The increase is due primarily to the rising participation of women in sport. However, a significant participation gender gap remains, with 33.9% of men participating in sport compared to 19.7% of women. (p. 3)
- Differences in community sport participation are found across racial and cultural groups.

**Persons with Disabilities<sup>6</sup>**

- Data on participation rates for persons with disabilities is limited yet it is widely understood that persons with disabilities are far less likely to engage in sport compared to peers without a disability.
- Progress in offering sport programs to children with developmental disabilities is reported yet adolescents and adults have access to fewer programs.

**Indigenous Population (p. 32)**

- Rates of participation for Indigenous adults were comparable to the national rate.
- Indigenous women were slightly more likely to participate in sport than non-Indigenous women (23.6% and 21.6%, respectively).
- By contrast, Indigenous men participated in sport at a lower rate than non-Indigenous men (28.4% and 35.7% respectively).

**Visible Minorities (p. 32)**

- Adults who identified as visible minorities participated in sport at a slightly lower rate (25.2%) than the national average (26.7%).
- Women who identified as visible minorities had a significantly lower participation rate than the national rate for women (12.7% and 19.7% respectively).
- Men who identified as visible minorities participated in sport more than the national average for men (36.8% and 33.9% respectively).

**Immigrants (p. 32)**

- Established immigrants had lower sport participation rates than newly immigrated adults.
- Between 2010 and 2016, the rate of sport participation for recent and very recent adult immigrants decreased by 4.3 percentage points, to 24.7%.

In addition, an imbalance also exists among Canadians living in urban and rural / remote areas.

In 2021 and 2022, Nova Scotia announced major investments of \$5 million each year to improve equity in sport. Increased participation is expected by expanding existing programs, removing barriers, and providing more opportunities. The first announcement highlighted \$2 million for KidSport, \$2 million for improved access to facilities and equipment, \$500,000 for Parasport programming, and \$500,000 for improving equity in coaching and leadership.

In New Brunswick over the last decade, government investments to improve sport participation for under-represented groups has increased. Although detailed data tracking progress is lacking, several advancements are noteworthy.

- Sport organizations are developing policy and changing practices respecting equity, diversity, and inclusion.
- Parasport NB (2017, formerly the NB Wheelchair Sports Association) was established to lead, develop, support, and

grow a quality Parasport system in New Brunswick. It is the PSO for wheelchair basketball and rugby.

- Core and targeted project funding increased (Go NB Grants, PSO para-initiatives, Parasport, equipment grants, Para NB – Sport and Recreation, She is Active NB, Aboriginal Sport and Recreation New Brunswick, North American Indigenous Games).
- Recent leadership from the Economic and Social Inclusion Network to “work with partners to provide inclusive opportunities for sport, recreation and leisure activities for low income New Brunswickers.”<sup>7</sup>
- She is Active NB is a network promoting and developing opportunities for women and girls in sport and recreation.
- KidSport and Jump Start annual grant budget increased more than 60% (2012 to 2021)

<sup>5</sup> <https://truesportpur.ca/power-sport-true-sport-report>

<sup>6</sup> <https://www.viasport.ca/inclusion/persons-disabilities>

<sup>7</sup> <https://www2.gnb.ca/content/dam/gnb/Departments/esic/pdf/ESIC-OPT3-EN.pdf>

## Gap Analysis

We heard a strong desire to make sport accessible for everyone and to work more closely with our Indigenous sport leaders. Our gap analysis depicts the current situation and describes 2035.

*Sport for all* must be a key priority for change going forward. For this to be achieved, sport leaders must focus their efforts on identifying and removing barriers, building collaboration, and targeting investment at real opportunities.

Today	Problems/Gap	Tomorrow
<ul style="list-style-type: none"> <li>Lack of opportunities for under-represented groups</li> <li>Significant barriers to participation (e.g., transportation, cost, infrastructure, cultural context)</li> <li>Lack of adequate representation in sport - participants, coaches, officials, and decision-makers</li> <li>Limited policies and program implementation</li> <li>Significant investments required from Government to make inroads</li> </ul>	<p><i>EDI programs are project based and not focused on sustainable participation</i></p> <p><i>Needs of under-represented groups unmet</i></p> <p><i>Organizations lack the training/expertise to address the barriers and develop programs</i></p> <p><i>Organizations are stuck in their day-to-day operations; lack the HR capacity to implement approaches that often require additional resources, considerations, and partnerships</i></p> <p><i>Program leaders need the training and expertise to facilitate integrated practices</i></p>	<p>Throughout the NB Sports System:</p> <ul style="list-style-type: none"> <li>Greater value is placed on REDI with the sport system</li> <li>REDI is a policy lens when making decisions</li> <li>Sport is welcoming and inclusive with increased participation of all groups</li> <li>Sport leadership can access ongoing training, resources, and support to provide inclusive sport environments and programs</li> </ul>

## RECOMMENDATIONS

### A. SPORT FOR ALL

#### A.2 RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION (REDI)

**GOAL** – Increase participation in a sport system that welcomes and reflects the diversity of New Brunswick.

Recommendation	Timeline
5. Advance the REDI agenda in advocacy, policies, programs, and media representation. (e.g., families/individuals experiencing low income, LGBTQ+, newcomers, persons with disabilities, visible minorities, women and girls)	2022 – 2023
6. Create an annual EDI investment fund of \$2.5M to close the participation gap in the sport system. This Sport Equity Fund should be co-designed with Sport NB 2.0.	2023 – 2024
7. Offer progressive REDI training, programs, and tools to sport leaders and organizations.	2023 – 2024
8. Develop sport partnerships that advance REDI.	2023 – 2024
9. Act on recommendations regarding Sports and Reconciliation (#87 and #88) from the Truth and Reconciliation Commission of Canada: Calls to Action <sup>8</sup> to: <ol style="list-style-type: none"> <li>Provide public education telling the national story of Aboriginal athletes in history, and</li> <li>Ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games.</li> </ol>	2023 – 2024
10. Respect Article 31 of the United Nations Declaration on the Rights of Indigenous Peoples <sup>9</sup> which recognizes and protects “the right to maintain, control, protect and develop...sports and traditional games.”	2023 – 2024

<sup>8</sup> [https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls\\_to\\_Action\\_English2.pdf](https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf)

<sup>9</sup> <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>

## FOCUS AREA B

# The Investment in Sport

This section explores two aspects of sport investment: sport system funding and sport tourism.

### OPPORTUNITY 3: Sport System Funding

The sport system in New Brunswick is financed by a mix of public, not-for-profit, and private funding. It is not surprising that the investment varies across sports and sport organizations. Funding involves direct dollars and substantial in-kind contributions related to human resources. Since comprehensive information is not available on sport system financing, it is impossible to identify the current funding profile or the actual resources that support and sustain the current sporting activity in the province.

Investment in sport, for our purposes, is limited to better understanding the contributions from the Sport and Recreation Branch (SR Branch) of the Government of New Brunswick, and those PSOs and MSOs that received funding grants. The estimate is considered the minimum investment given the additional funding for sport activities contributed from other PSOs/MSOs, local clubs, municipalities, regional bodies, unregistered sport groups, and the private sector.

Sport organizations carry high fixed costs to meet their operating and membership obligations. Government funding is essential to stability, delivering sustainable programs, and taking on development projects. In 2019 – 2020:

- Total revenues of PSOs/MSOs receiving SR Branch funding exceeded \$14 million dollars
- Total SR Branch funding to PSOs/MSOs exceeded \$4.1 million dollars
- Total SR Branch expenditures for sport exceeded \$4.89 million dollars in 2019 – 2020 and \$5.01 million in 2020 – 2021.

When comparing the internal information on government investment in sport 2019 – 2020 and 2020 – 2021, we discovered that on a per capita basis, New Brunswick is behind its Atlantic counterparts and ranks in the lower third of jurisdictions in the country.

Governments across Canada provide funding to PSOs/MSOs either directly or delegating grant distribution to the provincial sport federation. It is a social contract of sorts - modest government support is given in return for significant volunteer responsibility and effort for delivering sport in our communities. With growing public and funder expectations, the stress and financial burden on volunteers is mounting.

### Return on Investment

Investing in sport is good value for money. However, the system has limited provincial data collection or evaluation to support this assertion. Using the information that is available, key observations are reported.<sup>10</sup>

- Participation in sport has far-reaching benefits for individuals, communities, and society: health and well-being, economic and social.
- 8 million Canadians over the age of 15 participated in sport within the year 2016, an increase from previous years.
- Sport is led by not-for-profit organizations with more than 90% volunteer effort accounting for hundreds of thousands of dollars in economic value.
- Costs are saved (e.g., health, crime prevention) and revenues are generated for reinvestment in communities (e.g., sport spending, sport tourism).
- The sport system not only requires financial investment but gives back to local economies. Statistics Canada reported that annual household spending on recreation (including sport) in 2019 totalled an average of \$4,624 nationally.
- PSOs leverage funds received from the SR Branch. For every dollar of government (SR Branch) investment between 2012 – 2013 and 2015 – 2016, the PSO community raised an additional \$2.33.

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<sup>10</sup> <https://truesportpur.ca/>

## Jurisdictional Scan on Funding Approaches

### 1. Designation of Lottery Revenues

Several jurisdictions in Canada provide funding for the sport sector through lottery proceeds

#### Saskatchewan (2020 – 2021 - \$31 million)

Sask Sport, Saskatchewan's sport federation, is the long-standing provincial administrator of lotteries in addition to providing leadership to sport organizations. Sask Sport is also a beneficiary of lottery funds, both for its own programs and for those of its member sport organizations. Lottery funds are designated to sport (50%), culture (35%) and recreation (15%). Accountability goals, objectives and measures are in place.

No additional funding is designated from general government revenues.

#### Nova Scotia (2020 – 2021 - \$4.3 million)

The *Support4Sport* lottery was first introduced in Nova Scotia in 2006 as sport revenue for Halifax's potential hosting of the 2010 Commonwealth Games. When the bid for the Games was withdrawn, Sport Nova Scotia made the case to the government to redirect those funds to sport programming. The Nova Scotia Gaming Corporation is directed by an Order of Executive Council (cabinet) to provide the proceeds from *Support4Sport* to Sport Nova Scotia for sport programming.

Unlike other lottery funds, the money does not first go to general revenue; the Gaming Corporation funds Sport NS directly. Prior to the *Support4Sport* program, Nova Scotia had one of the lowest per capita funding levels for sport in the country.

#### Northwest Territories (2019 – 2020 - \$4.2 million)

The Government of Northwest Territories runs the lotteries in its jurisdiction under specific legislation. The Western Lottery Program distributes annual funds to Sport North Federation, NWT Parks and Recreation Association, and Aboriginal Sports Circle. Lottery funds are also granted to territorial sport organizations and Major Games (Arctic Games, Canada Games).

Sport North Federation is the designated provider of such programs as physical literacy, Sport4Life, high performance, coaching, KidSport, Hall of Fame, and Games management.

#### New Brunswick (2020 – 2021 - \$1 million)

In New Brunswick, the Sport Development Trust Fund (SDTF) was established by statute in 1990 (RSNB 2011, C223) and receives annual funds from the NB Lotteries and Gaming Corporation in accordance with the *Gaming Control Act* (s. 23, SNB2008, c-G1.5). The fund is to be used to provide grants to individual athletes and sport organizations to promote leadership and excellence in sport (s.3, RSNB 2011, C223).

In 2020, the annual SDTF allocation was increased from the long-standing \$500,000, to \$1M to ensure continued growth and sustainability of the sport system. It is estimated that this increase could generate an additional \$1.6M of partner spending based on what organizations generated from 2011 to 2015 (i.e., \$2.20 additional for every dollar invested). The expectation is that the additional SDTF funding will increase leadership capacity and training, support effective operations by local and provincial sport organizations, and build safe, accessible, quality programming.

### 2. Designated Funding for Sport from General Revenues through the Ordinary Budget

Governments that provide funding for sport from general revenues include British Columbia, Alberta, Manitoba, Ontario, Quebec, PEI, New Brunswick (in addition to SDTF), Nova Scotia (in addition to lottery), Newfoundland and Labrador, Yukon, and Nunavut.

### 3. Reinvested Surplus from Sport Event Hosting Program

The *Envisioning Sport Project* recommends that the Government of New Brunswick should strongly promote sport tourism to capitalize on its economic and sport/ community development benefits. Within any sport event hosting strategy, it will be important to align funding criteria with sport and community development objectives. Event surpluses should be designated to sport development at the appropriate regional or provincial level (e.g., British Columbia model).

### 4. Redirected dollars from Sport System Effectiveness Program

The sport sector has hundreds of sport organizations at the community, regional, and provincial levels. Most are volunteer-led and do not have staff leadership. Feedback indicates strong agreement that sport system change is needed - increased alignment and coordination, and better support of leaders and volunteers. The introduction of a system-wide organizational effectiveness program would encourage sport organizations to reduce duplication and increase collaboration and use of technology. The realized savings could then be tracked and reinvested in sport development.

## Gap Analysis

Our gap analysis shows that our sport system does not just need more investment but needs to target investments and measure impact.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>Over 55 PSOs/MSOs and 1,400 clubs invest millions of dollars and volunteer time to sport development and delivery</li> <li>NB's government investment falling behind Canadian and Atlantic counterparts</li> <li>Lack of clear accountability for government investment</li> </ul>	<p><i>Lack of data on total investment across sport system</i></p> <p><i>Monies from lottery and government revenues insufficient</i></p>	<p>New Brunswick's sport system sets system goals and investment priorities</p> <p>Government's investment leads Atlantic Canada on a per capita basis</p>

That the Government of New Brunswick increase its annual funding for sport development and track the results. Several funding options are available.

- **Option 1** - The most efficient funding mechanism is to increase the allocation from the existing Sport Development Trust Fund.
- **Option 2** - A specific lottery product could be developed and designated to sport or sport and recreation. This option requires discussion, development and administration resources.
- **Option 3** - The SR Branch could also seek an increase in its ordinary budget.

## RECOMMENDATIONS

### B. INVESTMENT IN SPORT

#### B.1 SPORT SYSTEM INVESTMENT

**GOAL** – Increase direct investment in the New Brunswick sport system such that:

- Government of NB's investment leads Atlantic Canada as a per capita basis by 2029 and beyond
- N.B.'s sport system delivers increased community participation and support for athletes, volunteers and sport organizations

Recommendations	Timeline
11. Increase the annual Sport and Recreation Branch base budget/core funding investment by a minimum of \$2.5 million during system transition (2022 to 2029) by: <ul style="list-style-type: none"> <li>i. Increasing the Sport Development Trust Fund allocation, and/or</li> <li>ii. Increasing the ordinary budget for Sport and Recreation Branch.</li> </ul>	2023 – 2024
12. Launch a lottery for Canada Games 2029 and designated as a source of funding for amateur sport in New Brunswick going forward.	2023 – 2024
13. Design the 2029 Canada Games investment program in alignment with longer-term sport development and capacity-building objectives.	2023 – 2024
14. Maximize use of NB Amateur Sport Trust Fund for development projects.	2023 – 2024
15. From the increased \$2.5 million in SR Branch funding for sport <b>during system transition (2022 to 2029)</b> allocate a <b>minimum program increase including professional staffing assistance</b> over 2020-2021 for: <ul style="list-style-type: none"> <li>i. PSOs/MSOs/CSOs accountability for community sport development</li> <li>ii. More impact funding for professional leadership (i.e., coaching, technical directors, other)</li> <li>iii. More financial assistance for eligible athletes</li> </ul>	2023 – 2024
16. Increase self-generating revenues for sport organizations by 25% during the transition period (2022 – 2029)	2023 – 2024
17. Establish multi-year funding agreements with not-for-profit sport organizations based on clear roles and responsibilities, and accountability for measurable results.	2024 – 2025
18. Implement a system-wide program for organizational effectiveness and reinvest cost savings in sport development.	2024 – 2025
19. Develop a reinvestment policy for the economic benefits from hosting major sport event that is focused on sport development.	2024 – 2025

## OPPORTUNITY 4: Sport Tourism

Sport Tourism involves groups and individuals travelling away from home to participate or compete in sport activities, observe a sport event, or visit a sports attraction. Many opportunities exist to capitalize on sport, economic, community, social, and cultural benefits.

The Envisioning Sport Project identified sport tourism as an opportunity to capitalize on the economic and community development benefits given that:

- With the significant investment in sport development and delivery, sport's impact on local and provincial economies should be acknowledged and quantified.
- Sport tourism is a major contributor to the Canadian economy and, according to Sport Tourism Canada, one of the fastest growing segments of the tourism industry (Table 4).

### TABLE 4: INFORMATION ABOUT SPORT TOURISM IN CANADA<sup>11</sup>

#### ***“Enhancing Tourism Through Sport Travel and Events***

*– Sport tourism contributes significantly to Canada's economy. In 2018, Canadian sport tourism created \$6.8 billion in total spending from both domestic and international sources.” (p. 6)*

- *Of the \$6.8 billion in total spending, domestic visitors spent \$4.4 billion as well as \$2.5 billion by international visitors. (p. 41)*
- *Canada hosts over 250,000 sport events annually that generate economic benefits from visitor spending - professional, multi-sport amateur Games, local tournaments. (p. 41)*

***“Contributing to Local Development*** – *In addition to hosting sporting events, investment in Canadian sport infrastructure provides long-term benefits to local communities. These developments employ local community members and generate income in local economies.” (p. 6)*

***Spectator Sports*** – *According to Statistics Canada, the operating revenue from spectator sports, event promoters, artists, and related industries rose 6.9% in 2019. Spectator sports accounted for the largest share of the total operating revenue (36.4%) totalling \$3.8 billion, an increase of 8.7% from 2018. (p. 41)*

***Employment in Sport*** – *“By the end of 2019, occupations in art, culture, recreation, and sport employed over 200,000 full-time and 120,000 part-time employees”. (p. 41)*

## Benefits

The Association of Summer Olympic International Federations (ASOIF/IAEH) and a F-P/T hosting community of practice identifies the benefits of sport event hosting as sport development, community image/development, social, cultural, economic, and environment. See Appendix B.

## New Brunswick Investments

The *New Brunswick Tourism Strategy (2018 – 2025)*<sup>12</sup> identifies its goal of reaching \$2.5 billion by 2025, an increase of 57%; sport tourism can contribute to achieving success. The strategy highlights that the extent of the economic impact benefits is impacted by number of visitors, length of stay, and spend per day. For major sporting events, such impact is evaluated using the *Sport Tourism Economic Assessment Model (STEAM)*.<sup>13</sup>

In the *Sport Plan for New Brunswick (2008)*,<sup>14</sup> collaboration was recommended with Tourism and Parks to develop and implement sport tourism and event hosting policies. Previous interdepartmental policy work to develop a New Brunswick event hosting framework was not completed. Such a framework would provide the government a policy-based approach for funding major event hosting requests.

Sport tourism is not mentioned in the SR Branch's Strategic Plan (2016 – 2020). However, the Regional Development Corporation manages all funding applications for event hosting through the Community Development Fund with SR Branch providing a sector review. The fund recognizes the important contribution communities make to New Brunswick's economy and quality of life.

New Brunswick provides investment toward hosting national and international sport events (e.g., IAAF 2010 World Juniors, multiple Canadian Athletics Championships, 55+ Seniors Games). SR Branch data (2012 to 2018) indicates investments supported 55 eligible sporting events generating an estimated \$50 million in total net economic activity (GDP). (Note: This information does not include Atlantic or regional events).

<sup>11</sup> <https://truesportpur.ca/sites/default/files/content/docs/pdf/truesportreport-2022-e.pdf>

<sup>12</sup> <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/Publications/TourismGrowthStrategy20182025.pdf>

<sup>13</sup> <https://sporttourismcanada.com/economic-impact/>

<sup>14</sup> <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/Sport/NBSportPlan.pdf>

## Jurisdictional Scan for Sport Tourism

### Nova Scotia

- Tourism Nova Scotia’s strategic plan (2018 – 2023)<sup>15</sup>, recognizes the sport, culture, and entertainment market. Destination Halifax has a *Sport Tourism Strategy*.<sup>16</sup>
- The NS Department of Communities, Culture and Heritage recognizes the benefits of hosting sport events and provides supports to provincial sport organizations through its Sport Hosting Program.<sup>17</sup>

### British Columbia

- The Province of BC continues to invest and fund sport event hosting through its Hosting BC Grant Program to facilitate economic and community development.
- *viaSport* manages the program<sup>18</sup> providing up to \$35,000 to not-for-profit organizations for the purposes of hosting amateur sporting events.

### Manitoba

- The Department of Sport, Culture, Heritage retains responsibility for its hosting grant program.<sup>19</sup>

### Gap Analysis

Our gap analysis shows that New Brunswick communities and sport could benefit greatly from promotion and coordination of sport tourism. The Province of New Brunswick recently announced an expanded mandate of regional service commissions to include tourism promotion; sport tourism must play a key role.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>• Sport Tourism is not mentioned in the Sport &amp; Recreation Branch <i>Strategic Plan (2016 – 2020)</i></li> <li>• Regional Development Corporation considers ad hoc funding applications for sport event hosting; the Sport and Recreation Branch provides a sector review</li> </ul>	<p><i>Tourism strategies give little or no recognition to sport tourism</i></p>	<p>The Province of New Brunswick, regional service commissions, and the sport community increase strategic investments in sport event hosting and track the impact</p>

<sup>15</sup> <https://tourismns.ca/sites/default/files/2020-12/Tourism%20Driving%20Export%20Revenue%20Strategy%202018.pdf>

<sup>16</sup> <https://discoverhalifaxns.com/travel-trade/sport-tourism/>

<sup>17</sup> [https://cch.novascotia.ca/sites/default/files/inline/19-48447-108253\\_cch\\_sport\\_hosting\\_guidelines.pdf](https://cch.novascotia.ca/sites/default/files/inline/19-48447-108253_cch_sport_hosting_guidelines.pdf)

<sup>18</sup> <https://www.viasport.ca/grant/hosting-bc>

<sup>19</sup> [https://www.manitoba.ca/chc/grants/pdf/sport/ehf\\_guidelines\\_application\\_form\\_en.pdf](https://www.manitoba.ca/chc/grants/pdf/sport/ehf_guidelines_application_form_en.pdf)

## RECOMMENDATIONS

### B. INVESTMENT IN SPORT

#### B.2 SPORT TOURISM

**GOAL** – Realize the benefits of sport tourism for sport and community development.

Recommendations	Timeline
20. Work with Environment and Local Government to clarify the key role for sport tourism within the tourism mandate of regional development commissions.	2022 – 2023
21. For all sport hosting events, promote the systemic evaluation of economic impact and other benefits.	2023 – 2024
22. Develop a provincial Sport Hosting Framework and multi-year strategy that recognizes: <ul style="list-style-type: none"><li>i. Capacity for hosting international and national events</li><li>ii. Provincial and regional hosting plans</li><li>iii. Shared responsibilities and benefits among hosting partners</li><li>iv. Alignment of funding criteria with sport and community development objectives.</li></ul>	2023 – 2024

## FOCUS AREA C

### The Sport Engine: Sport System Leadership

Sport volunteers are the driving force behind sport programs. Their efforts are supported by sport organizations (provincial, multi-sport, and community), sport administrators, and government.

#### OPPORTUNITY 5: Roles and Responsibilities of Sport Organizations

The sport system involves not-for-profit, government, and private sector organizations. Although this report does not explore the private sector, we recognize its contributions to sport.

*New Brunswick's Recreation and Sport Policy Framework 2017*<sup>20</sup> outlines broad leadership roles of key government and not-for-profit sport organizations. The Policy Framework was developed following broad sector consultation and stakeholder involvement. Challenges remain to implementing the described roles and embedding them within the system; not the least of which is the apparent lack of role clarity among not-for-profit sport organizations. See Appendix C.

With improved role clarity, sport organizations will provide stronger leadership within the sport system. While examining roles, organizations may also consider the value of stronger collaboration or even joining forces. Across the country, there is variation in where certain functions are managed, including such areas as school sport, safe sport, coaching, parasport, equity and diversity leadership/programs, Canada Games and grant allocations, to name a few.

The Envisioning Sport Project has developed two working frameworks - one framework outlining the roles and responsibilities for the key sport organizations in New Brunswick, and the second framework identifying the leadership and shared roles between the Sport and Recreation Branch and Sport NB 2.0.

These frameworks provide a starting point for engaging the involved groups in discussion and finalizing public documents. Table 5 provides a high-level description of the roles of Key Sport Organizations. Appendix D presents the Working Framework of Roles and Responsibilities of Not-For-Profit Sport Organizations.

<sup>20</sup> <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/Sport/SportRecreationPolicyNB.pdf>

**TABLE 5:  
DESCRIPTION OF THE ROLES OF KEY SPORT ORGANIZATIONS IN NEW BRUNSWICK**

Organization	Roles
<b>Community Sport Organizations (CSO)</b>	<ul style="list-style-type: none"> <li>Develop sport and increase participation at the community level</li> </ul>
<b>Provincial Sport Organization (PSO)</b>	<ul style="list-style-type: none"> <li>Lead the growth and development of their respective sport in New Brunswick</li> </ul>
<b>Multi-Sport Organizations (MSO)</b>	<ul style="list-style-type: none"> <li>Lead the growth of sport participation and sport development for specific populations in New Brunswick</li> </ul>
<b>Coach NB</b>	<ul style="list-style-type: none"> <li>Lead, promote, support, and deliver quality coach education and ongoing learning through collaborative partnerships in New Brunswick, and</li> <li>Be the Provincial/Territorial Delivery Partner (PTCR) of the National Coaching Certification Program (NCCP)</li> </ul>
<b>Canadian Sport Centre Atlantic (CSCA) – Fredericton</b>	<ul style="list-style-type: none"> <li>Deliver the high performance sport program that is consistent with the High Performance Sport Strategy in New Brunswick</li> </ul>
<b>Sport New Brunswick (Sport NB)</b>	<ul style="list-style-type: none"> <li>Lead the development, promotion, and growth of amateur sport in New Brunswick</li> </ul>
<b>Sport and Recreation Branch (SRB)</b>	<ul style="list-style-type: none"> <li>Lead the development of public policy and strategic alliances to increase participation and advance sport, recreation, and physical activity</li> </ul>
<b>New Brunswick Sports Hall of Fame (NBSHF)</b>	<ul style="list-style-type: none"> <li>Act as the lead authority in preserving and promoting New Brunswick’s rich sporting heritage</li> </ul>
<b>New Brunswick Interscholastic Athletic Association (NBIAA)</b>	<ul style="list-style-type: none"> <li>Act as the governing body of high school sports (grades 9 – 12)</li> </ul>

Role clarity will reduce duplication of effort and increase organizational effectiveness by focusing on core mandates, delivering quality programs, and being accountable for results. Questions remain about how to evaluate overall system effectiveness.

The project’s Jurisdictional Scan reveals that more multi-year funding agreements with accountability measures are being executed in sport. This promising practice provides funding stability for sport organizations while implementing multi-year strategic plans and evaluating program effectiveness. Government and sport organizations report on areas of responsibility; role clarity and reporting are even more critical in situations where shared responsibility and multi-year funding arrangements exist (BC, SK, MB, NS, NT).

An accountability framework outlines ownership for initiatives, and describe plans for information gathering, monitoring, and reporting. Such frameworks adopt evidence-based management by:

- stating the purpose, intended results, performance indicators and monitoring processes, clarifying data collection/timelines to support implementation, management, and review
- establishing a basis for objective assessment of progress, and
- helping the public sector and not-for-profit partners jointly assess whether an initiative is achieving its intended results.

## RECOMMENDATIONS

### C. SPORT SYSTEM LEADERSHIP

#### C.1 ROLES AND RESPONSIBILITIES OF SPORT ORGANIZATIONS

**GOAL** - Increase organization effectiveness.

Recommendation	Timeline
23. Involve the identified organizations in refining the working frameworks for roles and responsibilities: <ul style="list-style-type: none"><li>i. Sport and Recreation Branch and Sport New Brunswick</li><li>ii. Not-for-profit organizations in the sport system</li></ul>	2022 – 2023
24. Initiate discussions with <i>Sport NB and key partner MSOs to consolidate operations within Sport NB 2.0.</i>	2022 – 2023
25. Invite sport organizations to improve effectiveness by: <ul style="list-style-type: none"><li>i. Re-aligning their operations based on role and responsibilities</li><li>ii. Collaborating with organizations that share responsibilities</li><li>iii. Implementing data collection methods to meet accountability requirements</li><li>iv. Evaluating program and organizational effectiveness.</li></ul>	2023 – 2024
26. Profile of the roles, contributions and impact of the not-for-profit sport system.	2023 – 2024
27. Resource a robust sport information system for data collection, analysis and evaluation.	2024 – 2025

#### OPPORTUNITY 6:

#### Sport New Brunswick 2.0

Sport New Brunswick (Sport NB) is a not-for-profit, membership-based federation serving sport organizations and committed to sport participation throughout the province. It has 65+ members including 52 provincial sport organizations (PSOs), 9 multi-sport organizations (MSOs) and other sport related groups. Its normal operating budget reaches over \$1 million dollars of which over 75% is provided by government. Self-generated revenues are raised from membership fees, office rental, and programs and services.

The leadership team has a ten-member Board of Directors elected by the membership, and a recently expanded five-member staff team (Chief Executive Officer, Project Manager, Marketing and Social Media Officer, Translator, and Accounting). The federation's current role could be best described as the "chamber of commerce for sport organizations". Table 6 outlines Sport NB's programs and services (as at fall 2021). Appendix E provides more detail.

**TABLE 6: SPORT NB SERVICES AND PROGRAMS**

Services	Programs / Special Projects
Sport Insurance	NB Amateur Sport Trust Fund
Translation	Kid Sport
Travel Program & benefits	Safe Sport & NB Dispute Resolution Program
Printing	Annual Sport Awards
Accounting	She is Active NB
Employee Group Insurance and payroll	Overcoming Poverty 3
Office Space Rental	Canada Games support
Other (e.g., boardroom, Zoom, posts)	

**Jurisdictional Scan for Sport Federation Models**

A jurisdictional scan of sport federations across Canada was conducted to develop insight into roles and responsibilities, organizational structures, funding agreements and promising practices. The scan included two major components:

- i. A review of materials on the internet, including both government and sport federation
- ii. Key respondent interviews, typically with a senior manager in government and a senior manager in the sport federation.

Each jurisdiction is unique in structure and delivery, despite common agreement with *A Common Vision for Increasing Physical Activity and Reducing Sedentary Living In Canada (2018)*, *Framework for Recreation in Canada (2015)*, and *the Canadian Sport Policy (2012)*. Despite the differences, there are three basic approaches to how the sport system is organized, developed, and offers services/programs:

- i. GOVERNMENT HANDS-OFF, FEDERATION DELIVERS MOST PROGRAMMING** - Government is hands-off on program delivery and outsources most sport development activity. In these cases, government retains overall public interest objectives and policy via funding agreements with arms-length agencies. British Columbia, Saskatchewan, and Manitoba take this approach. The arms-length agencies in Saskatchewan and Manitoba also have a role in supporting PSOs or MSOs with services; in British Columbia, two sport agencies provide distinct services to PSOs and MSOs.
- ii. GOVERNMENT RETAINS ALL PROGRAMMING** - Government retains all sport development activity in support of public interest objectives, and there is no substantive sport federation that supports PSOs or MSOs. Alberta and Ontario take this approach. (While not examined in detail and without an interview, it appears that Nunavut follows this approach).

**iii. JOINT GOVERNMENT-FEDERATION PROGRAMMING DELIVERY WITH DEFINED ROLES** - Government

retains public interest objectives or policy but shares program delivery with an arms-length organization via funding agreements. Northwest Territories, Quebec and all Atlantic provinces take this approach. The shared responsibilities may be modest (Quebec, New Brunswick) or comprehensive (Nova Scotia, Northwest Territories). These arms-length organizations also provide some level of service to PSOs or MSOs. (Note: While not examined in detail and without interview, it appears that Yukon follows this approach).

The scope and responsibility for providing specific services and programs differs among governments and sport federations across the country. From the publicly available information on the websites, over 65 programs or services are offered across eight categories. In comparison, Sport NB's profile is limited. See Appendix F for more detail.

In two jurisdictions, comprehensive services are offered to any not-for-profit organization including sport. In Alberta, although no sport federation exists, the Government of Alberta's *Community Development Unit*<sup>21</sup> offers an extensive range of governance resources to support good governance. In the case of Quebec, extensive support services are offered by Sports Québec and its business services group, Regroupement Loisir et Sport du Québec.

In the three provinces with the most arms-length relationships with federations (BC, SK, MB), government interviewees all made comments like "we trust the sport federation to know what is needed." The multi-year agreements feature high-level outcomes and/or specific deliverables.

Many respondents cited a lack of data or evidence to support decision-making. A specific concern was expressed regarding PSO membership figures being an incomplete indicator of the reach of sporting activity; yet is a default measurement in most jurisdictions.

<sup>21</sup> <https://www.alberta.ca/community-development-unit.aspx>

## Gap Analysis

Our gap analysis shows that member and partner expectations are not being met, and services and programs are constrained by a narrow mandate, limited capacity, and inadequate funding.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>Limited mandate / services</li> <li>Transactional focus not strategic</li> <li>Underperformance</li> <li>Limited organization capacity</li> <li>Inexperienced staff / turnover</li> <li>No sector brand / low recognition</li> </ul>	<p><i>Lack of capacity in Sport NB (leadership, resources)</i></p> <p><i>Growing expectations of sport system, members, and public</i></p> <p><i>Outdated office systems and processes</i></p> <p><i>Limited organizational systems and processes</i></p>	<p><i>Sport NB 2.0</i> is recognized as the voice and authority for amateur sport in NB with:</p> <ul style="list-style-type: none"> <li>strong leadership mandate for development of the sport sector</li> <li>shared responsibility for program development and delivery with sport organizations, governments, and partners.</li> </ul>

New Brunswickers deserve to realize the full benefits from proactive public policy, a coordinated sport system, and strong community sport networks. Many sport federations in Canada provide proactive leadership within the sport system and more comprehensive services to members.

We received a loud and consistent message that Sport NB needs to broaden its mandate to meet member and system expectations. The Project developed a Sport NB 2.0 Working Model with four pillars: sport development and delivery, strategic partnerships and growth, leadership development, and business services. See Appendix G for the Sport NB 2.0 Working Model.

Such a change will require defining and balancing the roles of Sport NB and the Sport and Recreation Branch. It is the SR Branch that currently carries the load. See Appendix H for Roles and Responsibilities Working Framework – Sport and Recreation Branch and Sport NB 2.0. But more than anything, sport needs a strong voice and more support for not-for-profit sport organizations and leaders.

## RECOMMENDATIONS

### C. SPORT SYSTEM LEADERSHIP

#### C.2 SPORT NEW BRUNSWICK 2.0

**GOAL** - Position Sport New Brunswick 2.0 as the lead agency in the development, promotion, and growth of amateur sport in New Brunswick.

Recommendations	Timeline
28. Define roles and responsibilities between the Sport and Recreation Branch and Sport NB 2.0.	2022 – 2023
29. Design Sport NB 2.0 with the structure and capacity to deliver on its mandate and provide more comprehensive services – sport development and delivery, partnerships and growth, leader development and business services.	2022 – 2023

## OPPORTUNITY 7:

### Support for Sport Leaders and Sport Organizations

It is a well-known fact that sport volunteers are the engine driving and supporting the sport system. Sport leaders are over 90% volunteers and less than 10% employees/paid personnel. Leadership involves sport builders and organizers, sport administrators and program volunteers, and coaches and officials.

Volunteers make enormous contributions to New Brunswick. The sport, recreation, and culture sectors in the province are economic drivers with volunteering responsible for millions of dollars in economic value. Generally, the not-for-profit sector in Canada<sup>22</sup> contributes 8.7% to GDP and employs 2.5 million people. Although there are persistent racial and gender pay gaps, the diversity of individuals employed is growing.

The *2019 Study of New Brunswick's Community Sector (July 2021)*<sup>23</sup> indicates that the sector:

- acts as an economic driver involving 4,418 not-for-profit and 2,592 registered charities
- offers 55,000 employment positions (41,895 female), representing 15% of the provincial labour force
- generates \$3.7 billion in direct GDP contributions or 12.1% of total GDP in 2019
- has volunteer activity responsible for \$979 million in economic value in 2013, most recent year with data available
- reports average hourly wages of \$36.28 (male) and \$27.04 (female) overall but reduces to \$22.62 (male) and \$17.27 (female) when the government subsector is removed

More specifically, the New Brunswick report indicates that culture and recreation activity (including sport) is responsible for generating:

- \$135 million in direct GDP contributions, an increase of 7% over the three-year period 2017 to 2019
- volunteering activity estimated at \$266 million in economic value in 2013, most recent year with data available
- total employment of 1,000

It is important to note that workforce data is not collected, validated or reported for our sport system, voluntary or paid. However, we can safely say that the thousands of volunteers and over 15,000 coaches and officials are supported by a limited pool of people in paid positions. The number of paid individuals in the not-for profit sport system is roughly estimated to be between 150 to 200 people. Many sport organizations are volunteer-led or have only solo positions. Only a few are able to build more capacity.

#### What We Heard

The consistent information gathered from the Envisioning Sport Summit and surveys allows us to make important observations about where change is needed.

- The current sport system does not adequately meet the needs of any stakeholder group including volunteers, officials, sport administrators/staff, and coaches.
- Sport needs to acknowledge the decline in volunteerism and review its current delivery model to ensure it can meet the challenges that this creates.
- Leadership within the sport system must include increased capacity for paid administrators and technical staff and support for organizational development.
- We must ensure that staff and volunteers have the knowledge they need to meet the complexities of governing, leading, coaching, volunteering, competing, and working in a 21<sup>st</sup> century sport environment.

<sup>22</sup> Human Resources in the not-for-profit sector between 2010-2019, Statistics Canada, March 5, 2021.

<sup>23</sup> <https://www.abilitynb.ca/wp-content/uploads/2021/06/Tacit-Elements-Inc-AbilityNB-Not-for-profit-impact-summary-report-FINAL.pdf>

## Gap Analysis

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>Primarily a volunteer sector</li> <li>Volunteer burnout, same people doing all the work</li> <li>Limited/no knowledge transfer in place</li> <li>Lack of paid staff</li> <li>Underpaid sector</li> <li>Lack of board engagement and expertise</li> <li>Lack of paid coaches/technical expertise/officials</li> <li>Sport federation with limited capacity</li> <li>Organizations step out of their core mandate to fill gaps</li> </ul>	<p><i>Busy in the here and now</i></p> <p><i>No succession planning</i></p> <p><i>Limited volunteer recruitment strategies</i></p> <p><i>Project funding is available, limited staff funding</i></p> <p><i>Entry level positions are insufficiently funded</i></p> <p><i>Lack of understanding of board roles and responsibilities</i></p> <p><i>Lack of paid technical leaders / coaches at all levels</i></p> <p><i>Leadership roles and responsibilities not well defined</i></p>	<p>The <b>NB Sport System</b> has:</p> <p>A strong staff network that recognizes the expertise/value of its volunteer leaders, considers career pathways, and offers fair and competitive compensation.</p> <p>Clear leadership roles and responsibilities, offers training, and ensures transfer of knowledge.</p> <p>A strong sport federation with a clear mandate and strong capacity; providing business support services to enable sport organizations to focus on sport development and participation.</p>

We recognize that the burden for sport development and delivery in New Brunswick is on volunteers within the not-for-profit sector. Without better system support, opportunities for participation in sport will diminish in our communities. We believe that more trained leaders and well-supported organizations will offer quality sport to New Brunswickers.

## RECOMMENDATIONS

### C. SPORT SYSTEM LEADERSHIP

#### C.3 SUPPORT FOR SPORT LEADERS AND SPORT ORGANIZATIONS

**GOAL** - Provide meaningful and comprehensive support to sport leaders and organizations.

Recommendations	Timeline
30. Offer innovative leadership and human resources development to sport organizations (e.g., recruitment, education and training, knowledge transfer, recognition, retention, and succession programs).	2023 – 2024
31. Undertake a workforce adjustment initiative to: <ol style="list-style-type: none"> <li>Create a workforce profile of the sport system</li> <li>Study market needs</li> <li>Develop progressive human resources and leadership development strategies.</li> </ol>	2023 – 2024
32. Increase the paid leadership opportunities that recognizes expertise, builds careers and offers fair and competitive compensation.	2023 – 2024
33. Provide sport organizations with access to non-technical training, practical tools, and resources that build positive sport experiences.	2023 – 2024
34. Increase the focus of sport organizations on sport development and delivery by offering opportunities for: <ol style="list-style-type: none"> <li>Shared administrative support</li> <li>Collaboration projects</li> <li>Affordable business support services</li> <li>Increased funding to support additional management and technical leadership.</li> </ol>	2023 – 2024

## OPPORTUNITY 8: Governance

Governance within a sport organization ensures that all legal standards and accountability requirements are met. The organization uses its authority to define systems and structures that set direction, develop policy, make decisions, deliver programs and services, and monitor performance.

Sport is organized as a relationship among clubs, provincial and national sport organizations.

In New Brunswick, each not-for-profit sport organization has its own governance structure. To be eligible for funding, the SR Branch of the Government of New Brunswick requires that a sport organization be a not-for-profit (NFP) registered under *New Brunswick's Companies Act* or the *Canada NFP Act* or meet the stated requirements. At a minimum, organizations must be accountable to their membership, have a constitution and bylaws filed that have been approved by the general membership, and have held an annual general meeting within the last 12 months. A modest estimate at the provincial level indicates there are over 55 independent boards which could involve over 300 board directors.

### Jurisdictional Scan for Governance Models

Most interviewees expressed a desire to have improved alignment and collaboration among sport organizations to improve both effectiveness and efficiency. Historical roles are hard to overcome. Organizational culture matters and must be considered in both governance and organizational design. Several respondents cited amalgamations among PSOs as a viable option to improve organizational performance or to find efficiencies. At the same time, sport has little ability to innovate while struggling with sustainability.

In British Columbia, *viaSport* has a self-governing board of directors rather than the more common membership-elected board model. The organization receives significant funding from government to lead and strengthen the BC sport system. BC Sport is the other federation and operates under the more traditional model.

In most other jurisdictions, PSOs must be the primary provincial governing body for the sport, or sport disciplines, and, where applicable, be confirmed by the National Sport Organization (NSO) or international federation.

Sport Manitoba has a 15-member board of directors comprised of 5 government appointees through the Minister responsible for Sport including the chair and vice-chair, and 10 elected by sport governing bodies and associations. Some director positions are dedicated to certain areas that support the sport sector (i.e., education, sport medicine/coaching, athletes, and the Manitoba Games Council).

Sport Quebec has an 11-member board of directors made up of six members elected by the delegates of the federated members, two by the delegates of the regional members, and

one by the delegates of the partner members. Two directors are identified and appointed by the board of directors.

In Ontario, the Ministry of Tourism, Culture and Sport (MTC) recognizes PSOs, MSOs, and provincial sport organization councils (PSO Council) under its sport recognition policy.<sup>24</sup> The policy provides for a PSO Council that is “a provincial sport governing body recognized by the Ministry that has two or more affiliate groups or member associations which provide programs and services on behalf of the PSO Council (p.2).” The situation exists due to “NSOs designating multiple organizations within Ontario as the governing provincial bodies for the sport (p. 3).” MTC requires that alignment as well as a clear reporting relationship with an annual contract in place with affiliate groups outlining their working relationship. For each organization, the traditional governance structure is still in place with bylaws and financial reporting requirements.

### Survey and Interview Results

The Envisioning Sport survey results revealed that the current sport system in New Brunswick does not adequately meet the needs of stakeholder groups. In particular, survey respondents most agree that the sport system in New Brunswick duplicates efforts across sport organizations and requires modernized governance, increased collaboration across sport organizations, and more system alignment. Survey respondents indicated support for the future system to:

- modernize the business of sport so it runs more professionally and less as a volunteer, charity model, and enhance decision-making by boards of directors.
- have effective and efficient use of resources, including, but not limited to, operations.
- position system partners to successfully play their roles and deliver on responsibilities.
- ensure responsiveness, accountability, affordability, sustainability, and evidence-based decisions.

Discussion to modernize governance within Canadian sport has been underway for the past decade. Sport Law is in boardrooms of hundreds of sport organizations across the country and has written extensively about governance and alignment in sport. The growing complexity of the sport world leads to increased fiduciary responsibilities and higher governance risks; board members must be skilled and ready for the challenge. Too often, insufficient attention is paid to governance, leading to poor practices and a focus on the wrong things. Directors are volunteers; will sport organizations continue to attract volunteer leaders with the required skills, experience, and commitment?<sup>25</sup> Only time will tell; many sport organizations are building back post-pandemic and may be ready to consider different governance models that offer benefits.

<sup>24</sup> [http://www.mtc.gov.on.ca/en/sport/sport/pdf/srp\\_pso\\_eng.pdf](http://www.mtc.gov.on.ca/en/sport/sport/pdf/srp_pso_eng.pdf)

<sup>25</sup> <https://sportlaw.ca/?s=governance>

## Gap Analysis

Our gap analysis shows that governance within the sport system needs change. Sport organizations will be impacted by several factors going forward: pandemic influences, next generation demands/perspectives, depleted volunteer pool,

and overworked leadership. If sport organizations could modernize governance, the leadership, volunteer time, and financial resources could be focused on sport development.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>Traditional, operational boards</li> <li>Often lack of adherence to constitution &amp; bylaws</li> <li>Insufficient skills, turnover, and transfer of knowledge</li> <li>Service duplication among organizations</li> </ul>	<p><i>Outdated governance models</i></p> <p><i>Limited investment in governance learning and development</i></p> <p><i>Focus on day to day 'fires'</i></p> <p><i>Duplication of effort</i></p> <p><i>Inadequate capacity/time</i></p>	<p>NB Sport System has:</p> <ul style="list-style-type: none"> <li>sport organizations operating with 21<sup>st</sup> century governance that deliver alignment, collaboration, effectiveness, and efficiency</li> <li>fewer boards/committees</li> </ul>

The current governance system was not designed to meet the growing expectations of sport organizations. For many sport leaders, the system has serious limitations and must change to meet its responsibilities going forward. New governance models should deliver:

- improved flexibility and agility for organizations to benefit from new opportunities*
- improved governance practices in sport*
- increased efficiencies enabling more investment in community and participant programs*
- improved opportunities to create new partnerships and consolidate membership bases*
- improved ability to recruit and retain high-quality directors*

Given the long-standing and traditional one-sport-one-organization and NSO-PSO-club governance structure, there appears to be limited opportunity to reduce governance structures within the NB sport system. Sport organizations often compete for volunteer leaders or even populate each other's boards where recruitment has failed. Is there not a better way to govern, and in the process reduce duplication and costs?

New Brunswick could be part of the next chapter of figuring out more effective governance. As innovative governance models emerge on the national scene, the province could become an early adopter and pilot site. Any reduction in the number of sport organizations would eliminate duplication, allow investment, and focus energies on sport development and program delivery.

## RECOMMENDATIONS

### C. SPORT SYSTEM LEADERSHIP

#### C.4 GOVERNANCE

**GOAL** - Modernize governance of sport organizations.

Recommendations	Timeline
35. Provide governance tools, training, and support to sport organizations.	2023 – 2024
36. Undertake governance modernization with sport organizations ready to explore innovative models.	2024 – 2025

## Sport Development and Delivery

This section explores three aspects of sport development and delivery – community sport, access to facilities and spaces, and high performance.

### OPPORTUNITY 9: Community Sport

Sport participation begins in our schools and communities. Children are introduced to physical activity or people are interested in being active and begin to explore organized programs for themselves and their families.

95% of sport delivery in Canada is at the community level by community sport organizations (CSOs). “Tens of thousands of diverse CSOs exist across Canada, from clubs with facilities and multimillion dollar budgets to tiny organizations with only a few members and volunteers (p.6).”<sup>26</sup>

Community sport has enormous support from citizens and attracts high levels of volunteerism. In fact, volunteers are the engine driving sport, and in return, communities expect governments to provide support for sport through direct funding and infrastructure development. There is no doubt that sport contributes to building healthy and active communities.

Federal and provincial legislation recognize the importance of developing sport and direct funds to support the sport system. For sport to flourish, more attention must be paid to community sport development with leadership by sport partners. See Appendix C for roles of partners.

PSOs and MSOs lead development and program delivery for either one specific sport or a group of sports for a defined population group. In 2018 – 2019, 43 government-funded PSOs reported over 1,400 member clubs with over 100,000 participants supported by thousands of volunteers coaches, and officials. Given that Sport NB registers over 55 PSOs and MSOs, these numbers are considered the minimum.

Community sport development involves formal and informal systems. The formal organizations include sport-specific clubs (community sport organizations), MSO local units (e.g., Special Olympics, Jeux de l’Acadie), Sport and Recreation Branch (SRB) of the Department of Tourism Heritage and Culture (THC), municipalities, and First Nations. Beyond this formal system, there are many other ‘informal’ recreational leagues and groups adding to the total number of participants in sport at the municipal level (e.g., Boys and Girls Clubs, Newcomer Leagues; YM/YWCA’s, etc...).

### Jurisdictional Scan for Community Sport

This section provides an overview of the approach to community sport development including structure, roles, and funding in selected Canadian jurisdictions. Note – a complete jurisdictional scan is available

#### Nova Scotia

The Communities, Sport and Recreation Division (CSRSD) of the Ministry of Communities, Culture, Tourism and Heritage (CCTH) focuses on policy, partnerships, and directly manages non-sport specific coaching development (National Coaching Certification Program, NCCP). Sport Nova Scotia (Sport NS) receives government and lottery funds and is the primary provincial organization responsible for participation development. Community sport development is a shared responsibility among clubs, PSOs, Sport NS, Canadian Sport Centre Atlantic (CSCA), and government. Beyond the primary role of clubs/PSOs, there are mechanisms that offer additional leadership and support.

A Sport Development Team<sup>27</sup> was set up in 2020 to “advance the governance, organizational effectiveness, and operational capacity and performance of the provincial sport organizations (PSOs), helping to ensure the best possible sport experiences for everyone in Nova Scotia.” Partners are PSOs, CSCA, Sport NS, and CCTH. Activity occurs within two areas:

- *Improving performance of PSOs while respecting their independence*
- *Helping the sport system work more collaboratively.*

Within government, CSRSD has provincial services and regional services. Within each of six regions, there is a **CSRSD regional manager supported by a regional program coordinator**. The regional services units collaborate closely with a **regional physical activity consultant hired by Recreation NS** and a sport development consultant hired by Sport NS. Our understanding is that government staff is the first line of contact for local/regional initiatives, particularly when trying to secure funding or grants.

<sup>26</sup> <https://truesportpur.ca/power-sport-true-sport-report>

<sup>27</sup> The Sport Development Charter (February 2020)

## Quebec

Recreation and Sport in the Government of Québec is the responsibility of the Ministry of Education and Higher Education. Three units under the Assistant Deputy Minister (Recreation & Sport) are: Sport, Recreation and Physical Activity; Safety within Recreation and Sport; and Infrastructure, Events and Financial Management of Sport and Recreation.

Staff in recreation and sport have areas of responsibility outlined as: i) policy & programs, ii) technical and professional expertise, iii) collaboration, iv) financial support, and v) actions directly or indirectly related to key client groups (i.e., sport federations, coaches, individuals affiliated with a federation).

Over 20 years ago, the Government of Québec created autonomous corporations for recreation and sport aligned with the government administrative regions. The mandate of the **Regional Recreation and Sport Units**<sup>28</sup> (URLS) is to offer services and programs adapted to regional realities. This role requires that each URLS defines priorities, sets shared objectives/plans, and establishes mechanisms that promote better cooperation and collaboration among sectors - sport, recreation, municipal, schools. The financing for each URLS stems from financial support from the Ministry and self-generated revenues.

## Ontario

*Community Sport Councils (CSC)* are not-for-profit groups that support amateur sport and encourage participation opportunities for all community members. Councils improve coordination and collaboration among sport groups at a local level and work in collaboration with municipal recreation units. *Community Sport Councils Ontario (CSCO)*<sup>29</sup> was incorporated in 2009 to provide support and leadership to Ontario's growing network of regional sport councils (RSCs) and community sport councils (CSCs).

## Saskatchewan

Community sport is recognized as a critical part of community and individual development. In 2020 – 2021, lottery grants to sport organizations reached \$31M. There were over 1,200 organizations that received direct funding support, and, through them, more than 12,000 affiliated groups received some form of support. Not only are significant investments made, Sask Sport has also created a Community Sport for Children and Youth Planning Toolkit to support communities in increasing participation, volunteers, appropriate programming, and partnerships.

The seven *Sport, Culture, and Recreation Districts* are affiliate members of Sask Sport. Groups eligible for funding as defined as “not-for-profit, volunteer-led organizations that facilitate community development and coordinate district networks with the aim of enhancing access to sport, culture, and recreation programs and services.” District consultants “help communities assess their needs and ... and access a wide range of sport, culture, and recreation programs and services.”

## British Columbia

Within the BC Government, the Sport Branch (Ministry of Tourism, Arts, Culture and Sport) is policy-focused while sport partners focus on sport program delivery. *viaSport* is the lead delivery agency with provincial responsibility for sport and sport development and providing funds to PSOs, MSOs and district/regional sport organizations. Regional centres coordinate and offer education, training, and community programming with unique offers tailored to each region. As found in other jurisdictions, PSOs support clubs and local associations, with community sport relying on volunteers.

Beyond this, the *viaSport* Regional Alliance<sup>30</sup> acts locally, maintaining and sharing a network of sport-related services, programming, and resources. Recent data on the regional/local impact of the *viaSport* Regional Alliances indicated that “partners have serviced nearly 60,000 British Columbians in over 60 communities and offered over 1,000 programs and coaching courses/workshops to over 1,000 leaders”.

The *viaSport* Regional Alliance is a collective of multi-sport delivery organizations committed to increasing participation in sport and recognized as a leader in athlete, coach, and community sport services in their region. The partnership leverages resources and expertise that are shaping a “streamlined provincial delivery system across the province.” Partners function as “community connectors” and deliver “exceptional programming” to “ensure equitable access to quality sport and physical activity opportunities.”

## New Brunswick

The Sport and Recreation Branch (SR Branch) of Tourism, Heritage and Culture (THC) provides regional services within eight regions – Republic, Western Valley, Capital, Fundy, Southeast, Miramichi-Kent, Chaleur-Acadian Peninsula and Restigouche. Regional consultants have a broad mandate which allows limited time for grassroots sport development.

PSOs have the lead role in developing their respective sport and must be involved in community development through athlete and club development, program development, leadership development, and providing training opportunities for athletes, coaches, and officials. In some cases, clubs are stronger than their PSO. SR Branch regional consultants provided examples of collaboration at the regional-community-club level.

<sup>28</sup> The 19 URLS are listed at <http://www.education.gouv.qc.ca/en/nous-joindre/unites-regionales-de-loisir-et-de-sport-urls-french-only/>

<sup>29</sup> <https://communitysportcouncils.com/about-us/>

<sup>30</sup> <https://www.viasport.ca/regional-alliance>

## PSO-Club collaboration re. sport development and program delivery

- PSOs organize training clinics for coaches and officials (locally and out of region)
- PSOs offer education sessions locally on specific sport-related topics
- PSOs work with local clubs to host competitions
- PSOs collaborate with local clubs to increase participation rates
- PSOs work with local clubs on development

## Regional sport organizations and collaboration

- Western Valley Recreation Association (WVRA) in place
- Some recreational planning and staffing take place through regional service commissions

## Cooperation / communication with community partners (municipalities, school districts, schools)

- Some communities have formal agreements between certain schools and municipalities for gymnasium access (e.g., Fredericton, St. Quentin)
- PSOs working with local clubs to develop community/school programs and coaches
- Informal collaboration among communities in a region to discuss community leisure (Communautés et loisir Nouveau-Brunswick network)
- SR Branch consultants have meetings with municipalities for information and planning purposes

*Quality Sport for Communities and Clubs*<sup>31</sup> is a practical resource for community sport organizations to improve and deliver quality sport based on long-term development in sport and physical activity. Facilitator training began in 2020, however the roll-out was interrupted by COVID restrictions. Plans are to relaunch the *Quality Sport* program which encourages organizations to take five actions to improve and sustain programs:

- focus on athlete growth and development
- support long-term goals (lifelong participation and athlete development)
- use competition intentionally for development

- make a commitment to sport for all (as inclusive and accessible as possible)
- develop partnerships that prioritize participant development

Several GNB system initiatives are now underway that focus on community development. Table 7 describes three specific initiatives where sport should have a voice.

### TABLE 7: GNB AND PARTNER COMMUNITY DEVELOPMENT INITIATIVES

#### Local Government Reform<sup>32</sup>

Under the Reform announced in December 2021, the previous 340 local governance entities are now reduced to 90: 78 local governments and 12 rural districts. The role of the 12 regional service commissions (RSC) is expanded to include economic development, community development, regional tourism promotion, regional transportation, and cost-sharing on regional recreational infrastructure. Each RSC works with a cluster of designated local government entities and rural districts.

#### Community Inclusion Networks (CINs)<sup>33</sup> :

For over 10 years, CINs have focused on the development and delivery of local poverty reduction plans customized to local needs. The Economic and Social Inclusion Corporation provides the financial resources and support to the networks. In 2022, CINs will be integrated into the Regional Service Commissions (RSCs) to “continue their community development work by playing a key role in expanding the capacities of RSCs in the context of the Local Governance Reform”.

#### Community Capacity and Resiliency<sup>34</sup>

During the pandemic, the Community Capacity and Resiliency Branch (CCRB) of Justice and Public Safety (JPS) set up 12 regional teams using regional service commission boundaries to help solve emerging community issues. Each Regional Resiliency Steering Committee will now continue to function and is being supported by a Regional Resiliency Coordinator. The regional committees involve a wide range of sectors including, but not limited to, local and municipal government, businesses, non-governmental organizations, regional health authorities, and GNB departments.

<sup>31</sup> <https://sportforlife.ca/portfolio-view/quality-sport-for-communities-and-clubs/>

<sup>32</sup> <https://www2.gnb.ca/content/gnb/en/corporate/promo/local-governance-reform.html>

<sup>33</sup> [https://www2.gnb.ca/content/gnb/en/departments/esic/community\\_inclusionnetwork.html](https://www2.gnb.ca/content/gnb/en/departments/esic/community_inclusionnetwork.html)

<sup>34</sup> <https://www2.gnb.ca/content/gnb/en/departments/public-safety/publicsafety/content/community-capacity-and-resiliency.html#:~:text=The%20Community%20Capacity%20and%20Resiliency,to%20future%20disasters%20and%20crises>

Moving forward, GNB's priority is to strengthen community development and capacity while also aligning with other local/regional initiatives. The sport and recreation system has a vital role to play in building vibrant and resilient communities.

### Gap Analysis

Our gap analysis, informed by sector engagement, reveals that community sport development ranks highly on the change agenda for the sport system.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>Sport groups disconnected and operating in silos</li> <li>Limited support to clubs</li> <li>Poor communication</li> <li>Shrinking volunteer pool</li> <li>Limited recreational staff and sport programming</li> <li>Limited school-club collaboration and communication</li> </ul>	<p><i>Few networks for regional sport development</i></p> <p><i>Limited collaboration among sectors (municipal, sport, school)</i></p> <p><i>High expectation on sport volunteers leading to overload and turnover</i></p> <p><i>Limited knowledge transfer</i></p>	<p>The NB Sport System has strong community sport networks with:</p> <ul style="list-style-type: none"> <li>high participation</li> <li>quality programming</li> <li>regional collaboration and communication among municipal, education, recreation, and sport sectors</li> </ul>

Community sport has been identified in recent reports and the *Canadian Sport Policy Review* as a priority.

## RECOMMENDATIONS

### D. SPORT DEVELOPMENT AND DELIVERY

#### D.1 COMMUNITY SPORT

**GOAL** - Increase sport participation through investment and support for community sport development.

Recommendations	Timeline
37. Offer support and training opportunities to implement quality sport in communities. (e.g., Quality Sport for Communities and Clubs).	2022 – 2023
38. Work with the Community Capacity and Resiliency Branch of Public Safety to clarify the role of sport and recreation within the mandate of regional steering committees.	2022 – 2023
39. Work with Environment and Local Government and the Economic and the Social Inclusion Corporation to clarify the role of sport and recreation within the community development mandate of regional development commissions.	2023 – 2024
40. Design a Community Sport Development model with flexibility to meet regional needs. <i>[Note: While promoting improved collaboration, coordination, and communication, consider different regional models. (e.g., sport development consultants, community sport development champions, regional sport and recreation networks, community sport councils, and joint program delivery).</i>	2023 – 2024
41. Increase collaboration and alignment between school sport and club sport through discussions with NBIAA, PSOs and clubs. <i>[Note: Refer to Recommendations 51]</i>	2023 – 2024

**OPPORTUNITY 10:**  
**Access to Facilities and Spaces**

Sport organizations need access to facilities and spaces to deliver programs and increase participation rates. In New Brunswick, there is a heavy reliance on facilities and spaces owned and operated by municipalities and schools, even more so in rural areas. Some sports access private or member-owned facilities (e.g., golf courses, tennis clubs, ski hills, shooting clubs).

We know that New Brunswick has dozens of sports and sport disciplines with different facility needs. Capital costs and competition for use of facilities can be challenging. A comprehensive profile of sport and recreation infrastructure does not exist. In 2016, SR Branch collaborated with Service NB to develop a geographic information system (GIS) tool identifying an inventory of certain types of recreational facilities. The inventory and tool, Recreation Planning Infrastructure Tool, requires updating and expansion.

Community sport has enormous support from citizens and attracts high levels of volunteerism. These volunteers drive programming given many communities lack recreational staff.

Given the need for facilities, capital and operating funding, sport should be more directly involved in regional planning, collaboration, and coordination.

Regional service commissions (RSC), municipalities, and educational institutions have key roles to play in addressing

infrastructure development and cost-sharing, community access to facilities and spaces, and program leadership and coordination, to name a few. See Appendix C for roles.

Recreation infrastructure planning is more difficult in rural than urban areas given that cost-sharing agreements are needed. Under Local Governance Reform, RSCs should engage professional recreation staff to plan, inventory, and assist in coordinating/scheduling recreational facilities. Since 2012, some RSCs are already moving in that direction.

In 2014, the SR Branch launched the Recreation Development Assistance Program to support recreation planning and infrastructure development. Initiatives were intended to be sustainable, encourage collaboration within regions, and guide resource utilization. Eleven of the 12 RSCs have received support with annual grants or multi-year grants. It is understood that going forward, more emphasis will be placed on increasing recreation leadership.

The Regional Development Corporation manages funding applications for major recreational infrastructure projects through the Community Development Fund with SR Branch providing a sector review as part of the process. The Fund recognizes the important contribution recreation and sport make to building vibrant communities and improving quality of life.

**Gap Analysis**

The gap analysis for regional recreational infrastructure identifies that current access is inadequate.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>Sport groups work through local authorities for access and extreme variability exists (municipal, schools)</li> <li>Sport sector has limited input to setting priorities, planning/designing facilities, and scheduling use</li> <li>Weak communication between sport-municipal-school sectors</li> <li>Volunteers lead most community sport programs</li> </ul>	<p><i>Access policy and processes are inconsistent</i></p> <p><i>Many access barriers to participation</i></p> <p><i>Outdated inventory and few master plans</i></p> <p><i>Limited regional planning</i></p>	<p>Regional and community infrastructure plans in place based on data and involving sport input</p> <p>Coordinated access to public facilities that effectively responds to the needs of the local sporting community</p> <p>Paid community sport and recreation leaders to support volunteers</p>

Access to facilities and spaces varies across communities and sectors (urban and rural municipalities; local schools and districts). As participation in inclusive sport increases, so will the pressure to access facilities and spaces in our communities.

## RECOMMENDATIONS

### D. SPORT DEVELOPMENT AND DELIVERY

#### D.2 ACCESS TO FACILITIES AND SPACES

**GOAL** - Improve reliable access to public facilities and spaces by sport.

Recommendations	Timeline
42. Focus funding assistance on recreational leadership, planning, and infrastructure projects that advance community sport development.	2022 – 2023
43. Work with Environment and Local Government and the Regional Development Corporation to clarify the key role of community sport and recreation organizations in the planning and development of regional and community recreational infrastructure and operations.	2022 – 2023
44. Advocate, with Recreation/Loisirs NB and Communautés et loisir N.-B., to municipalities and regional service commissions for: i. Hiring professional recreation leadership to better plan, inventory, coordinate, and schedule use of recreational infrastructure ii. Consulting community sport user groups re. needs/requirements when considering new community/regional facilities.	2023 – 2024
45. Promote formal arrangements for reliable sport access to public infrastructure, including: iii. Identify and review current municipal and school access agreements iv. Support community sport groups to establish user arrangements with municipal, school, and other public authorities for community sport.	2023 – 2024

## OPPORTUNITY 11: Toward High Performance Sport

The 2019 Canadian High Performance Sport Strategy (CHPSS)<sup>35</sup> defines high performance and the expected roles and responsibilities of major sport stakeholders. For our purposes, the roles at a provincial level are of particular interest.

### Definition

A sport system that supports athletes who have stepped onto the Podium Pathway (or equivalent). It includes the resources and support personnel in place to support them that culminates in performance at the Olympic / Paralympic Games and/or single sport Senior World Championships.

### Role of Provincial and Territorial Governments

To enhance opportunities for Canadians to excel in the high performance sport system, through policy leadership and strategic financial investments at the provincial/territorial level.

### National Sport Organizations (NSOs)

To provide support (includes funding) and leadership to the sport-specific high performance program through the facilitation of access to world-class daily training environments, including but not limited to, coaching, facilities, equipment, sport science and research services, and international level competitive opportunities. *NSOs interact with and provide development level programming guidance to provincial/territorial sport organizations (P/TSOs) in their role within the high performance sport system, Podium Pathway and Long-Term Athlete Development (LTAD) initiatives.*

Few New Brunswickers are in the high performance class as defined, however the New Brunswick high performance program focuses promising athletes, coaches, and provincial sport organizations.

The Government of New Brunswick has exercised its expected role by making strategic investments in the Canadian Sport Centre Atlantic and CSCA operations in the province. In the Memorandum of Understanding signed between GNB and CSCA, clear expectations exist for leadership, program implementation and evaluation, athlete and coach development, support to Canada Games teams and improving PSOs ready to elevate their performance.

CSCA expressed its confidence that its CSCA-NB program can continue to grow and mature by:

- leading NB high performance sport in close collaboration with provincial partners including SRB-GNB, Coach NB, Sport NB, and PSOs
- further developing the university/regional training partnerships
- supporting a Canada Games Strategy 2029
- contributing to the leadership of critical development projects in the sport sector.

Although high performance programs are valued, we heard from the sport sector that more attention must be paid to increasing community sport opportunities that encourage healthy and active lifestyles. To be a leader within the Canadian sport system, New Brunswick's system must strive to balance both increasing sport participation and pursuing sport excellence.

### Gap Analysis

Our gap analysis shows that in working toward high performance, we must continue to build on what we have started with CSCA.

Today	Problems/Gap	Envisioned
<ul style="list-style-type: none"> <li>• High performance is a valued part of the sport system</li> <li>• CSCA, and Fredericton training centre, provide leadership for high performance sport in NB</li> <li>• Limited number of athletes, coaches, technical officials, and PSOs are ready to fully participate</li> <li>• More program support is needed outside the Capital region</li> </ul>	<p><i>A clear goal and objectives for NB high performance sport does not yet exist.</i></p>	<p>The high performance community drives the pursuit of sport excellence and increases opportunities for NB athletes, coaches, technical officials, and PSOs.</p>

With Canada Games 2029 approaching, action to set a direction should begin immediately.

<sup>35</sup> <https://www.canada.ca/en/canadian-heritage/services/sport-policies-acts-regulations/high-performance-strategy.html>

## RECOMMENDATIONS

### D. SPORT DEVELOPMENT AND DELIVERY

#### D.3 TOWARD HIGH PERFORMANCE

**GOAL** - Achieve shared outcomes for high performance sport in New Brunswick.

Recommendations	Timeline
46. Establish a N.B. High Performance Advisory Council involving Sport NB 2.0, SR Branch, CSCA, Coach NB, PSOs and universities and colleges.	2022 – 2023
<i>Note: HP Advisory Council would define the goal, key objectives, and outcomes and track outcomes.</i>	
47. Investigate and negotiate expanded responsibility of CSCA-NB to deliver the N.B. High Performance Sport Program.	2022 – 2023

## AREA OF FOCUS E

### The Sport Connection: Collaboration and Alignment

The full benefits and impact of sport will be realized when the sport system achieves strong collaboration by partners and stakeholders across diverse sectors.

#### School and Post-Secondary System Sport

From our review, it appears that school sport and post-secondary education (PSE) sport have limited collaboration with community sport or the provincial sport system.

##### School Sport

The current project focused on renewing the Canadian Sport Policy 2023-2033<sup>36</sup> (CSP3), provides a description of school sport which fairly represents the situation in New Brunswick.

*“Over 75% of Canadian youth participate in organized sport in School Sport (SS) and Community Sport Organization (CSO) settings. Similar to CSOs, SS is not directly supported by federal or P/T government sport funding, although P/T school sport associations may be supported by P/T government sport funding (i.e., as a P/TSO). Given the scope of participation in SS, it will be important for the CSP3 development process to determine ways to include SS in the policy coalition and explore ways to create some degree of SS accountability. The PIM [Policy Implementation and Monitoring Group] recognizes that education is a P/T mandate and efforts to include SS in national [or provincial] policy have been resisted in the past.”*

Our schools play a critical role in childhood development, physical literacy, and physical education. The focus of school sport is to meet the basic curriculum requirements and organize recreational and competitive athletics programs. And yet the public education system has been criticized for reducing curriculum requirements and actual time for physical activity/instruction have been reduced over the years.

- The percentage of students in Grades K to 5 meeting the 60 minute/day guideline for physical activity decreased from 35.2 % in 2013 – 2014 to 23.2% in 2016 – 2017. (NBHC, 2018, The New Brunswick Elementary Student Wellness Survey)
- The percentage of students in Grades 6 to 12 meeting the 60 minute/day guideline for physical activity decreased from 22% in 2015 – 2016 to 19% in 2018 – 2019. (NBHC, 2020, The State of Mental Health of N.B. Youth)

The school sport system is the ideal, and arguably the only venue where children can have the opportunity to explore and participate in sport with reduced barriers (e.g., financial, social, equipment, transport). Extra-curricular sport at elementary, middle school, and high school levels operate in silos with limited coordination and collaboration with community sport. Although school facilities and spaces should be considered a public asset, community access can be challenging.

<sup>36</sup> <https://sirc.ca/publications/toward-the-next-generation-canadian-sport-policy/>

The *New Brunswick Interscholastic Athletic Association (NBIAA)*<sup>37</sup> governs and oversees the 16 high school sport programs (grades 9–12) and the operation of athletic teams involving students from member schools. It is arms-length from the Department of Education and Early Childhood Development (EECD) and affiliated with School Sport Canada and the National Federation of State High School Associations in the U.S. Although *NBIAA* does not cover athletic activities within the more district-based middle school system (grades 6–8), the organization has plans to open discussion on future collaboration.

## Jurisdiction Examples of School-Community Collaboration

### British Columbia

*viaSport* works collaboratively with BC School Sport. School Sport is funded from the government education budget and member schools. *viaSport* views the relationship as important but acknowledges that it needs to be better. Sport on the Move is a *viaSport* grant funding program created to assist with sport-related travel costs for high school sport teams and provincial sport organizations (PSOs) or may be used to support travel to practices, training camps or competitions.

### Saskatchewan

The relationship between *SASK Sport* and *Saskatchewan High School Athletic Association (SHSAA)* is evolving. Friction points exist between school sport and PSOs and more needs to be done.

### Ontario

*Ontario Federation of School Athletic Associations (OFSAA)* receives funds from the provincial government as a multi-sport organization. The OFSAA membership has 18 regional school athletic associations spread geographically across the province and focused on secondary/high school sport.

### Quebec

The Ministry of Education oversees all sport which creates interesting partnership opportunities for school and community sport. The *Sport-études* program, involving over 600 local programs, requires collaboration among the Ministry of Education, PSOs and local schools.<sup>38</sup> Regular school sport is a parallel program reporting to the same Ministry but not the same unit. Both the Ministry and Sport Québec recognize that duplication exists, but the situation has improved in recent years.

The *Réseau du sport étudiant du Québec*<sup>39</sup> (RSEQ; literal translation: Quebec Student Sports Network) is a not-for-profit organization mandated with promoting and developing sport and physical activity in the student environment, from initiation to high-level sport. *RSEQ* manages the school sector for the Division 1 teams; Division 2 and 3 teams are managed by their respective regional bodies, which report directly to the *RSEQ*.<sup>40</sup>

### Nova Scotia

School Sport Nova Scotia (previously Nova Scotia School Athletic Association) oversees sport for its members within the secondary school system. Through our consultation, opinions were offered that having a separate school sport federation detracts from the system and that few school sports really link to respective PSOs. Nevertheless, the Regional Sport Consultants with Sport NS are responsible to work with schools, PSOs, and community groups to identify, collaborate, and support the continuation and creation of sustainable sport opportunities in a specific region.

### Sport PEI

Most school sports are reported to connect with community and provincial sport organizations.

### New Brunswick

*NBIAA* receives a grant from the Department of Education and Early Childhood Development (covering about 25% of costs) and is allocated government office space. Member schools primarily fund the cost of their extra-curricular programs from participants. Although strong examples of school sport-community sport exist, most collaboration depends more on relationships and is ad hoc in nature.

The *Jeux de l'Acadie* is an exemplary model which was initiated in 1979. The *Jeux de l'Acadie* contributes to the development of Francophone youth in the Atlantic provinces through sports and cultural activities. Services and programs include coordinating and hosting the *Jeux de l'Acadie* and nine regional Games. The movement reaches all corners of the province and involves schools and hundreds of students and volunteers.<sup>41</sup>

<sup>37</sup> <https://www.nbiaa-asinb.org/en/>

<sup>38</sup> <http://www.education.gouv.qc.ca/organismes-de-loisir-et-de-sport/programmes-sport-etudes-au-quebec/>

<sup>39</sup> <http://rseq.ca/lerseq/faq/>

<sup>40</sup> *RSEQ* funding is divided into five categories: 6% (Ministry subsidies), 7% (membership fees), 61% (income from activities), 19% (special projects), and 7% (corporate partners). *RSEQ* has primary affiliations with at least 13 provincial sport organizations.

<sup>41</sup> <https://jeuxdelacadie.org/>

## Gap Analysis

From information gathered, our gap analysis demonstrates the need to improve the school sport-community sport collaboration.

Today	Problems/Gap	Tomorrow
<ul style="list-style-type: none"> <li>• Inadequate physical activity/instruction in schools</li> <li>• Limited communication and collaboration</li> <li>• Conflicting expectations re. sport culture/behaviours</li> <li>• Schools have difficulty getting adequate officials</li> <li>• Different training for coaches</li> <li>• Competition schedules conflict</li> <li>• Competition for athletes</li> </ul>	<p><i>No formal sector collaboration</i></p> <p><i>Often different approaches on shared issues (e.g., rules of the game, seasons of play, culture/discipline, lack of qualified coaches, risk management, participation cost, availability of officials, spectator management, calendar of events, technology, sponsor/partners, insurance coverage, system funding etc.)</i></p>	<p>Connected school-community sport systems:</p> <ul style="list-style-type: none"> <li>• Improved physical literacy and physical education</li> <li>• Shared values, calendar, safe sport tracking</li> <li>• Strong school-club-PSO collaboration</li> <li>• Shared policy development and issue management</li> </ul>

## Post-Secondary Education Sport

Sport within post-secondary education (PSE) in New Brunswick involves universities and colleges. In relation to sport, PSE institutions:

- organize amateur competitive sports, often the highest performance sport in NB
- arrange recreational sport programs for students
- offer sport development camps
- arrange for community sport use of facilities and spaces
- share knowledge, expertise, and leadership
- undertake research activities impacting the sport system
- recruit student-athletes directly through secondary school sport programs seek intern or coop opportunities for students enrolled in sport-recreation disciplines

## Jurisdictional Examples of School-Community Collaboration

Although formal linkages between the provincial sport systems and the PSE systems are not well known, several examples were found in our jurisdictional scan.

### Ontario

The *Ontario University Athletics and Ontario College Athletics Associations* receive government grants as multi-sport organizations from the Ministry of Tourism, Culture and Sport.

### Quebec

Although sport's home in government is within the Department of Education, alignment problems with community sport still exist. Work is underway to resolve duplication between school sport and PSOs. The *Réseau du sport étudiant du Québec*<sup>42</sup> (RSEQ; Quebec Student Sports Network) is a not-for-profit organization with the mandate *to ensure the promotion and development of sport and physical activity in the student environment, from initiation to high-level sport*. The *university sector and college sector* are managed directly by the network in partnership with Quebec universities and colleges (CEGEPs).

### New Brunswick

*UNB Athletics* and *Université de Moncton* are associate members of Sport NB.

## Gap Analysis

From direct interviews, it appears that post-secondary sport is interested in increased cooperation and collaboration. There is limited interaction at the current time.

<sup>42</sup> <http://rseq.ca/lerseq/faq/>

## System Partners and System Stakeholders

System issues often require collaboration and alignment across sports or with sectors that could use sport as a tool for development. Building relationships among system partners and stakeholders will be key to the sport system's success. Sport system partners have direct interests in sport development and program delivery while system

stakeholders are interested in using sport to achieve other societal goals.<sup>43</sup> **Working together can reduce duplication of effort and deliver better results.** Rather than having ad hoc arrangements, sport could thrive with more strategic relationships. Table 8 provides details on potential collaboration opportunities for sport with system partners.

**TABLE 8: POTENTIAL COLLABORATION OPPORTUNITIES FOR SPORT WITH SYSTEM PARTNERS**

System Partners	Targeted Areas for Potential Collaboration
<b>Schools and School Districts</b> <b>Education and Early Childhood Development</b>	<ul style="list-style-type: none"> <li>Physical literacy and physical education</li> <li>Community use of facilities</li> <li>School sport – community sport system alignment, cooperation and collaboration</li> </ul>
<b>Universities and Colleges</b>	<ul style="list-style-type: none"> <li>Sport leadership and leader development</li> <li>Community use of facilities and spaces</li> <li>High performance sport</li> <li>Research</li> </ul>
<b>Recreation NB / Loisirs N.-B.</b> <b>Communautés et loisir du Nouveau-Brunswick</b>	<ul style="list-style-type: none"> <li>Recreation and sport planning and programming</li> <li>Recreation and sport infrastructure</li> <li>Recreation and sport leadership</li> <li>Training, tools, and resources</li> </ul>
<b>Municipal Entities/ Rural Communities/ First Nations</b>	<ul style="list-style-type: none"> <li>Recreation authority responsible for sport development and programming</li> <li>Access to facilities and spaces</li> <li>Quality sport programs responding to community needs</li> <li>Public information and resources</li> <li>Sport tourism</li> </ul>

<sup>43</sup> <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/Sport/SportRecreationPolicyNB.pdf>

Sometimes more structured partnerships make sense between organizations with shared interests and mutual benefits. Successful partnerships value commitment, engagement, open

communication, flexibility, and measurable results. Table 9 provides some details on potential opportunities for sport with system stakeholders.

**TABLE 9: POTENTIAL COLLABORATION OPPORTUNITIES FOR SPORT WITH SYSTEM STAKEHOLDERS**

System Stakeholders	Targeted Areas for Potential Collaboration
<i>Government of New Brunswick</i>	
<b>Employment Services, Post Secondary Education</b>	<ul style="list-style-type: none"> <li>• Workforce profile and adjustment strategies</li> </ul>
<b>Environment and Local Government – Regional Service Commissions</b>	<ul style="list-style-type: none"> <li>• Role of regional service commissions in recreational infrastructure and community development</li> <li>• Sport role in community development</li> <li>• Sport tourism</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>• Wellness and quality of life (individuals, communities)</li> <li>• Health and well-being - at risk groups (e.g., chronic disease, addictions and mental health, aging, disability)</li> </ul>
<b>Justice and Public Safety</b>	<ul style="list-style-type: none"> <li>• Crime prevention</li> <li>• Community capacity and resiliency</li> </ul>
<b>Economic and Social Inclusion Corporation</b>	<ul style="list-style-type: none"> <li>• Community development and social inclusion</li> <li>• Poverty reduction strategy</li> </ul>
<b>Women’s Equality (ECO)</b>	<ul style="list-style-type: none"> <li>• Women and girls, sexual violence in sport, gender based norms</li> </ul>
<b>Settlement Services (Population Growth)</b>	<ul style="list-style-type: none"> <li>• Community integration for newcomers</li> </ul>
<i>External to Government of New Brunswick</i>	
<b>Association francophone des aînés du Nouveau-Brunswick</b>	<ul style="list-style-type: none"> <li>• Sport, recreation and active living opportunities for seniors</li> </ul>
<b>Dialogue NB</b>	<ul style="list-style-type: none"> <li>• Role of sport in building social cohesion</li> </ul>
<b>Fédération des jeunes francophones du Nouveau-Brunswick</b>	<ul style="list-style-type: none"> <li>• Sport, recreation and active living opportunities for youth</li> </ul>
<b>New Brunswick Youth Council</b>	<ul style="list-style-type: none"> <li>• Sport, recreation and active living opportunities for youth</li> </ul>
<b>New Brunswick Senior Citizen’s Federation</b>	<ul style="list-style-type: none"> <li>• Sport, recreation and active living opportunities for seniors</li> </ul>
<b>The New Brunswick Multicultural Council</b>	<ul style="list-style-type: none"> <li>• Community sport and newcomers</li> <li>• Equity, diversity and inclusion in sport</li> </ul>

We envision a future sport system that takes targeted and coordinated action through collaboration and partnerships. A focus is needed on system partners and stakeholders outside traditional sport organizations and networks.

## RECOMMENDATIONS

### E. COLLABORATION AND ALIGNMENT

**GOAL** – Build cross-sport and cross-sector collaboration to achieve high sport participation and healthy vibrant communities.

#### E.1 Opportunity 12: Recommendations - Sport Organizations

#### Timeline

- |   |             |
|---|-------------|
| 48. Promote collaboration among sport organizations for joint projects and programs that involve: | 2023 – 2024 |
| i. Shared objectives and a partnership agreement  |             |
| ii. Defined responsibility and accountability   |             |
| iii. Communication and evaluation plans   |             |

- |   |             |
|---|-------------|
| 49. Increase collaboration and joint initiatives with Indigenous sport and recreation organizations to support capacity building and sport development. | 2023 – 2024 |
|---|-------------|

#### E.2 Opportunity 13: Recommendations - Physical Education and School Sport

#### Timeline

- |  |             |
|--|-------------|
| 50. Collaborate with Education and Early Childhood Development, to determine policy directions that could: | 2023 – 2024 |
| i. Better link School Sport with the New Brunswick Sport System  |             |
| ii. Strengthen physical education in the school system.  |             |

- |   |             |
|---|-------------|
| 51. Determine, in collaboration with NBIAA, how best to link high school sport with the New Brunswick Sport System. | 2023 – 2024 |
| i. Develop a joint, non-competitive event high school calendar.   | 2024 – 2025 |
| ii. Develop a Memorandum of Understanding that:   |             |
| a. <i>Defines shared values and priority issues</i>   |             |
| b. <i>Establishes annual meetings to review MOU commitments / priority agenda.</i>                                  |             |

- |  |             |
|--|-------------|
| 52. Work with Education and Early Childhood Development to improve community sport access to school facilities and spaces. | 2023 – 2024 |
|--|-------------|

- |   |             |
|---|-------------|
| 53. Advocate for a comprehensive review of physical education in the public education system with the objective to: | 2024 – 2025 |
| i. Meet higher standards for physical literacy and physical education for all students                              |             |
| ii. Identify innovative approaches within the education system.   |             |

## E. COLLABORATION AND ALIGNMENT

**GOAL** – Build cross-sport and cross-sector collaboration to achieve high sport participation and healthy vibrant communities.

### E.3 Opportunity 14: Recommendations – Colleges and Universities

#### Timeline

54. Involve PSE athletics leadership in the planning and delivery of high performance sport in the province. 2022 – 2023

55. Promote PSE collaboration to share knowledge and expertise toward solving sport system issues. 2023 – 2024

56. Improve community sport access to post-secondary education facilities and spaces. 2023 – 2024

### E.4 Opportunity 15: Recommendations – Development / Social Change Collaborators

#### Timeline

57. Build collaboration and innovative partnerships that advance sport or use sport as a tool for broader social change, including for further consideration: 2023 – 2024

#### Government of New Brunswick

- i. Adjustment Services-Employment Services, Post Secondary Education, Training and Labour
- ii. Economic and Social Inclusion Corporation
- iii. Education and Early Childhood Development
- iv. Environment and Local Government
- v. Justice and Public Safety
- vi. Premier’s Council on Disabilities
- vii. Settlement Services, Population Growth, Post Secondary Education, Training and Labour
- viii. Women’s Equality, Executive Council Office

#### External to Government

- ix. Association francophone des aînés du Nouveau-Brunswick
- x. Dialogue NB
- xi. Disability Organizations
- xii. Fédération des jeunes francophones du Nouveau-Brunswick
- xiii. New Brunswick Youth Council
- xiv. New Brunswick Senior Citizen’s Federation
- xv. The New Brunswick Multicultural Council

58. Explore the feasibility of a social innovation lab for sport and recreation that could inform and support a cultural shift within the sport system that is focused on “*sport for all.*” 2024 – 2025

# Making it Happen - Moving From Recommendations to Action

The Envisioning Sport Project evolved over ten months; this report describes the system changes needed for sport to deliver on its social benefits to New Brunswicker citizens. Making the *Envisioning N.B. Sport 2035* a reality takes planning, leadership, engagement, action, and time.

## Transition

The transition plan identifies key milestones and decisions needed to position Sport NB and the Sport and Recreation Branch to act boldly and shape the sport system that New Brunswick deserves. The aggressive timelines reflect a need to launch the system change without delay.

### Milestones

#### ENVISIONING SPORT PROJECT (ESP) - TRANSITION PLAN

##### ESP Report

Report submitted to sponsors

Report reviewed by sponsors

Public Report on sport system completed

Public Report on sport system released

##### Leadership Driving System Transition

Transition Team Mandate approved

Transition Manager / Advisor contracted

Transition Team members and secretariat confirmed

Transition Team announced

Transition Team Workplan completed

Sport NB ESP Workplan (2022 – 2025) completed

SR Branch ESP Workplan (2022 – 2025) completed

##### Transition Team Workplan Priorities

Sport NB/SR Branch Roles and Responsibilities completed

Sport NB 2.0 Organization and Human Resources Plan completed

Sport NB 2022 – 2025 Business Plan completed

Sport NB-SR Branch Memorandum of Understanding/Multi-Year Agreement

Sport NB Transition Grant 2022 – 2025

Sport NB 2.0 Governance Model approved

Sport NB 2.0 Interim Board appointed

Sport System Accountability Mechanism

Sport NB 2.0 CEO hired

## Implementation

“System-based change” will require provincial leadership and cross-sector action. Change must occur at the provincial, regional and community level. Sport NB 2.0 and the Sport and Recreation Branch are the primary change agents, but they can not do it alone. Community engagement will be needed to achieve coordinated; cross-system change which can deliver the multiple benefits of sport to individuals, communities and society.

To gain momentum, each sport organization should identify a change agenda and action plan over the short (2 – 4 years), medium term (5 – 8 years), and longer-term (9 – 13 years). Actions should be developed according to sport context and tailored to meet the needs of different stakeholders

and system expectations. Prioritization and feasibility will vary according to context; it is recommended that each organization assess their own situation and identify existing opportunities and gaps. The greatest effort should be focused on the best return on the investment of resources - energy, time and money.

Monitoring and reporting progress towards the 2035 goals should be monitored using indicators. Although sport participation rates are a well-known measure, it will not capture the culture change in sport. An evaluation framework needs development and precision. Progress reports on implementation and impact should be presented in 2025, 2030, 2035.

## RECOMMENDATIONS

### F. TRANSITION AND IMPLEMENTATION

**GOAL** – Establish an effective transition process and accountability for implementation.

Recommendations	Timeline
59. Implement the Envisioning N.B. Sport 2035 transition plan.	2022 – 2023
60. Design the evaluation framework and release system impact reports in 2025, 2030 and 2035. <i>(Note: Review should include updated comparison for base/core funding in sport by governments in the Atlantic Provinces).</i>	2022 – 2023

## Project Leadership

### Management and Coordinating Team

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## APPENDIX:

# NB's Recreation and Sport Policy Framework (2017) - Roles of System Partners

*Note: Selected sections relevant to community sport development.*

### NOT-FOR-PROFIT ORGANIZATIONS

Volunteers are recognized as being the heart and soul of the recreation and sport delivery system. The many not-for-profit clubs and organizations derive their recognition and authority from both government and their membership. As such, they are often supported by, and therefore accountable to both. Ordinary citizens commit endless amounts of money, time, and energy to give their fellow citizens opportunities to participate in a variety of recreation and sport activities. Volunteer based not-for-profit organizations at the local, regional, and provincial levels ensure there are quality programs and services available to meet the many needs of citizens. These organizations play the following roles:

1. **Leadership** – providing leadership within the province or community so that quality programs continue from year to year; participants have adequate opportunity consistent with needs and abilities; being the focal point for particular activities or areas of interest; also representing New Brunswick at the national level.
2. **Governance** – consistent with democratic principles and practices, and in response to their members' wishes, clearly defining their purpose, membership, operating policies/procedures, and their many programs and services.
3. **Quality programs and leader training** – ensuring all programs are widely available, of a high standard, and worthy of public support; all leaders are properly trained and monitored to ensure quality experiences for those who participate.
4. **Membership services** – providing program services, communication, and information to the organization's members respecting the spirit of provincial legislation concerning New Brunswick's two official languages.
5. **Cooperation with other partners** – working with other partners to avoid gaps and overlaps, and to help develop a coordinated, efficient, and effective recreation and sport delivery system.
6. **Safe, healthy activities** – ensuring recreation and sport participants can take part in their activities in a safe, healthy, supportive and positive environment at a level consistent with their ability, desire and commitment.
7. **Values and ethics** – ensuring that programs are of a high standard, reflecting the values and ethics of the citizens of New Brunswick.
8. **Supporting growth** – so that as many citizens as possible can enjoy the benefits of participating in recreational and sport activities.

<https://www.recreationandsportmatters.ca/>

### MUNICIPALITIES

Municipalities are the governments closest to the people. They have the ability to respond more flexibly, more quickly, and more effectively in meeting the recreation and sport needs of their people and communities. For this reason, municipalities are recognized as the level of government that is primarily responsible for the direct provision of recreation and sport programs and services. Their basic role is to ensure that a broad range of recreation and sport opportunities are available for all citizens. These opportunities will be consistent with community needs and interests, and the availability of resources. The primary roles include:

1. Establishing a **recreation authority** to serve as the focus for the provision of community sport and recreation opportunities, with clearly defined purposes, budgets, programs and services, and establishing the broad mission and policies within which all programs/organizations operate.
2. **Information and resources** – being continually aware of all relevant community resources and recreation opportunities and making this information available to the public.
3. **Program and service incentives** – providing incentives and services in support of programs that develop in response to identified needs (incentives such as leadership training, program information, facilities, etc.).
4. **Program evaluation and assessing needs** – undertaking regular assessments of community needs and interests in order to ensure programs and services are up to date, and regularly evaluating programs against pre-determined goals/objectives.
5. **Responding to needs** – making every effort to respond to the recreation and sport needs of the community by supporting the work of volunteer community organizations or the private sector, or in the direct provision of programs.
6. **Coordinated use of resources** – coordinating the development and best use of resources, both within the community and with nearby communities, through the establishment of cooperative mechanisms in areas such as planning, information exchange, facility development, communication and promotion, leadership development, and fundraising.
7. **Values, excellence and heritage** – ensuring that sport and recreation programs and services operating in the community reflect the values of society, support and recognize the achievement of excellence, and preserve our recreation and sport heritage.
8. **Safe, healthy activities** – providing standards and specific direction to program providers so programs are offered in a safe, secure, healthy, and environmentally sensitive manner.

9. **Cooperation with other partners** – working with other partners to avoid gaps and overlaps and to help develop a coordinated, efficient, and effective recreation and sport delivery system for all citizens.
10. **Facilities** – either within the community or in cooperation with nearby communities, making available recreation and sport facilities for a variety of activities.

## REGIONAL SERVICE COMMISSIONS

Regional service commissions are the entities through which municipalities, rural communities and local service districts can come together to address recreation and sport matters that cross community boundaries.

1. **Infrastructure Development** – Regional service commissions are well positioned to play a role in facilitating inter-community planning and cost sharing of recreation and sport infrastructure.
2. **Regional Services** – Commissions have the authority to facilitate and oversee arrangements between communities for cost-sharing on services.
3. **Land Use Planning** – Regional service commissions are intended to serve as a forum through which issues and decisions relating to the strategic location of major recreation / sport facilities and related land uses can be discussed and coordinated.
4. Commissions can provide **other services** as agreed to by their member communities on either a regional (all commission members) or sub-regional basis (one or more interested members, depending on the service).
5. The regional service commissions can serve as a vehicle through which **cost effective service sharing and accessibility relating to sport and recreation opportunities** can be enhanced in a region.

## FIRST NATIONS

First Nations are the governments closest to Indigenous people. They have the ability to respond more flexibly, more quickly and more effectively in meeting the recreation and sport needs of the Mi'kmaq and Wolastoq people and communities. For this reason, First Nation Governments are recognized as a level of government which are primarily responsible for the direct provision of recreation and sport programs and services. Their basic role is to ensure a broad range of recreation and sport opportunities are available for all Band members. These opportunities will be consistent with community needs and interests, and the availability of resources. The primary roles include:

1. **Establishing a recreation authority or department** to serve as the focus for the provision of community sport and recreation opportunities, with clearly defined purposes, budgets, programs and services and establishing the broad mission and policies within which all programs/organizations operate.

2. **Information and resources** – being continually aware of all relevant community resources and recreation opportunities, and making this information available to Band members.
3. **Program and service incentives** – providing incentives and services in support of programs which develop in response to identified needs (incentives such as leadership training; programs such as NAIG, NAHC, NBISG; facilities, etc.).
4. **Program evaluation and assessing needs** – undertaking regular assessments of community needs and interests in order to ensure programs and services are up to date, and regularly evaluating programs against pre-determined goals/ objectives.
5. **Responding to needs** – making every effort to respond to the recreation and sport needs of the community by supporting the work of volunteer community organizations or the private sector, or in the direct provision of programs.
6. **Coordinated use of resources** – coordinating the development and best use of resources, both within in the community and with nearby communities, through the establishment of cooperative mechanisms in areas such as planning, information exchange, facility development, communication and promotion, leadership development, and fund raising.
7. **Values, excellence and culture** – ensuring that sport and recreation programs and services operating in the community reflect the values of the Indigenous culture, support and recognize the achievement of excellence, and preserve our recreation and sport heritage.
8. **Safe, healthy activities** – providing standards and specific direction to program providers so programs are offered in a safe, secure, healthy and environmentally sensitive manner.
9. **Cooperation with other partners** – working with other partners to avoid gaps and overlaps and to help develop a coordinated, efficient and effective recreation and sport delivery system for all Band members.
10. **Facilities** – either within the community or in cooperation with nearby communities, making available recreation and sport facilities for a variety of activities.

## EDUCATIONAL INSTITUTIONS AND EDUCATORS

Public education's relationship with the recreation and sport delivery system is unique in many ways. While both have their own infrastructure and programs, there remains a need for a strong collaborative relationship. As such, educational institutions and educators are critical partners in the recreation and sport delivery system. Their roles include:

1. **First Contact** – The education system often provides the opportunity for first contact to recreation and sport activity for many of the province's children and youth.

2. **Community Use of Schools** – Educational institutions administer the use of school facilities by both students and the broader community.
3. **Physical Education** – The primary purpose of physical education is to help students develop the skills, knowledge, and attitudes necessary for participating confidently in many different forms of physical activity and maintain a physically active lifestyle into and through adulthood.
4. **Extra-curricular** programming, extended learning opportunities and inter-scholastic sport
5. **Future Leaders** – The province’s post-secondary institutions develop leaders through advanced recreation and sport studies.
6. **Develop and Share Knowledge** – Undertake research, evaluation, and data collection and share findings with stakeholders and partners.
6. **Information provision** – combining modern information technology with the data and expertise from the field to inform decision-makers, service providers, and consumers - monitoring, measuring, and sharing the latest information, insights, and experiences.
7. **Promotion and marketing** – advocating for the benefits of participation in recreation and sport.
8. **Strategic alliances** – building strong, functional links with related policy fields (e.g., health, social inclusion, justice, education, and tourism), encouraging and demonstrating partnerships that combine resources to enhance service to both participant and public.
9. **Cooperation with other partners** – working with other partners to avoid gaps and duplication and helping develop a coordinated, efficient, and effective recreation and sport delivery system.
10. **Barrier breaking** – aggressively identifying and helping to remove obstacles that hinder equitable participation.
11. **Provide support** to special projects and programs delivered on a regional, provincial, or national scale.
12. **Representing New Brunswick** – providing a common voice in national and international discussions regarding recreation and sport.

## PROVINCIAL GOVERNMENT

The provincial government has far-reaching responsibility for recreation and sport. Various departments impact the system in numerous ways. The Minister responsible for recreation and sport, and on behalf of the province, has endorsed both the Framework for Recreation in Canada and the Canadian Sport Policy. All departments should now view related decision-making through a recreation and sport lens and consider:

1. How decisions impact recreation and sport.
2. Whether recreation and sport can be a tool to help achieve department goals.
3. The need to consult with recreation and sport partners.

While many departments affect the system, it is the Sport and Recreation Branch which plays the lead role within government for overall system development. Its main roles are:

1. **Visionary leadership** – working with the system to develop vision, related policy, and support programs; coordinating and managing the ‘big picture.’
2. **Financial support** – for organizational development, leadership training, participation encouragement, the pursuit of excellence and providing financial assistance to municipalities for the construction and improvement of facilities.
3. **Consultation and facilitation** – serving as a catalyst and coach as partners are challenged to meet expanding needs in an ever-changing environment.
4. **Leadership development** – encouraging, training, and supporting the volunteers and professionals who play key roles in the delivery of safe, healthy recreation and sport programs which are consistent with the needs and abilities of all participants.
5. **Research and program development** – plan and support recreation and sport research.

## FEDERAL GOVERNMENT

The federal government plays a role in matters of national and international concern, and in collaboratively developing and supporting policies and funding mechanisms that enable all Canadians to experience recreation and sport. The federal government specifically contributes through:

1. **High Performance Sport** – Support to high performance athlete, coach and sport system development at the national level; including direct funding to athletes, national organizations and support for hosting national and international events.
2. **National Representation** – Ensure Canadian representation and the promotion of Canadian values, both internationally and within Canada, in activities, forums and events that serve a national purpose.
3. **Participation** – Contribute, at the national level, to the development of recreation and sport services through the provision of resources and support to the public, not-for-profit and private sectors.
4. **Policy and Program Development** – Set National evidence-based physical activity guidelines for Canadians, and work with Provincial and Territorial Governments to establish collaborative priorities.