

# Gaining Momentum Together

ENVISIONING  
NEW BRUNSWICK  
SPORT 2035

July 2023



# Thank You!

## TURNING THE REPORT INTO ACTION

Thank you for taking time from your extremely busy schedules to meet with GNB and the Envision Sport Transition Team recently at the Fredericton Convention Centre. Our day-long session clarified the areas we must prioritize as we work to move the report into action and map out a path for the next 2-3 years.

The work isn't easy. It involves multiple stakeholders, change that requires buy-in and consultation, adjusting to new ways of working, and of course, a dedicated team to make it happen.

Thanks to you, we achieved what we had hoped.

- We validated the areas that are most important to you when it comes to core priorities for the next three years.
- We vetted an organizational structure and made adjustments based on your feedback to ensure we deliver the services you need efficiently and effectively.
- And we clarified key elements of a business case to secure new funding and identified innovative ways to generate revenue.

You also reinforced a sense of urgency, with the need to see tangible progress in the next six months. We hear you, and we share your excitement and commitment. This report captures the highlights of our meeting discussions and outlines a pathway with key milestones that you can expect going forward.

Tremendous potential exists to strengthen and grow our sector for all New Brunswickers. We look forward to working together to achieve our vision.

*Bill MacMackin, Chair Transition Team*

*Jocelyne Mills, Assistant Deputy Minister, Culture and Sport*

*Jennifer Bent Richard, Director, Sport and Recreation Branch*

*Meghan Donahue-Wies, Vice President, Sport NB*

*Sabrina Durepos, Interim CEO, Sport NB*

# Envision Sport

## BACKGROUND

In September 2021, Sport New Brunswick (Sport NB), in collaboration with the Sport and Recreation Branch (SR Branch), launched a sport system project to identify ways to further strengthen the sector and bring the benefits of sport to more New Brunswickers and communities.

Consultation was extensive with over 700 hundred people and over 25 organizations engaging with the process. Surveys, interviews and direct communication helped to form *The Envisioning Sport Report*, which was publicly released in 2022.

This report looks ahead to sport in New Brunswick in 2035. The message was clear. For New Brunswickers to realize the full benefits from sport, system change is needed.

A transition team was formed and work continued in the fall of 2022 and in early 2023 to map out a path forward. It was clear more engagement was required to distill the report's 60 recommendations into a manageable action plan. In May 2023, 35 stakeholders from around the province gathered to narrow the focus.

## 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.





# Breakout 1

Small group discussions focused on reviewing the 5 focus areas and recommendations and prioritizing the **TOP 5 actions for the next 3 years**.

## **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 new 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.

# Breakout 1 Outcomes

THE GROUP DISTILLED THE RECOMMENDATIONS INTO THESE FIVE SPECIFIC ACTION AREAS THAT MUST SEE TANGIBLE OUTCOMES IN THE NEXT 2-3 YEARS

## RECONCILIATION, EQUITY, DIVERSITY AND INCLUSION

REDI must be embedded in each of the four pillars below as the respective plans are built. Targeted recruitment programs and dedicated funding will be required, as will partnering with non-traditional groups to improve all of the four pillars and deliver on the Envision Sport 2035's stated opportunities.

There was also acknowledgement that a parallel system will continue to exist for para-sports.

### LEADERSHIP AND GOVERNANCE

As an immediate priority (next six months) work should take hold on identifying a new lead agency to implement the changes in the report. This includes clarifying specific roles and responsibilities of the lead agency and the PSOs. It will also require GNB proposing governance on the new lead agency from a board and policy perspective. Sport NB and other stakeholders are open to the who and the how – they just want it done.

### A SPECIFIC PLAN FOR INCREASED INVESTMENT

Resources should be allocated to build a plan that identifies where increased investment would go in the sector. This would include an estimated level of increased funding, criteria, funding process, expected outcomes.

### SUPPORT FOR SPORT LEADERS

Clearly define what meaningful and comprehensive support to sport leaders and organizations will look like in the model, how it will be resourced, and which elements will be available when (mentorships, certifications, services). This is seen as critical to succession planning, further professionalizing of the sector, and key to the long-term health of the sector overall.

### BOOSTING PARTICIPATION

Access to facilities and spaces from a user availability perspective as well as an accessibility perspective was seen as key. A plan must be created that gives direction/guidance to communities and schools on best practices to increase participation. This will involve work that is inter-departmental with EECD and ELG.

## Breakout 2

**The group discussed the critical functions needed to best support sports organizations and athletes in New Brunswick.**

A draft organizational model was circulated for input and suggestions were recommended.



# Breakout 2 Outcomes

THE GROUP RESHAPED THE DRAFT ORGANIZATIONAL MODEL INTO FOUR KEY SERVICES. THERE WAS A QUESTION OF WHETHER FINANCE COULD BE WRAPPED INTO GENERAL BUSINESS SERVICES OR MADE ITS OWN FUNCTION. THE GROUP WAS OPEN MINDED.

## BUSINESS SERVICES

- HR Policies
- Legal expertise that is not always available at the local level / insurance
- Governance support
- Social Media services
- Collective Marketing / Sector Advocacy
- Sponsorship & Fundraising Coordination and Support

## FINANCE

- Financial services like bookkeeping
- Centralized negotiation of discounted rates for software like Quickbooks or suppliers to help local organizations with other business, administrative or promotional services.

## ADVOCACY & INCLUSION

- Safe sport policy and enforcement
- Setting minimum standards for spectators, coaches and players
- Best practices on how to advance REDI and engage traditionally non represented groups

*\* Note this area was reshaped with the 'delivery and development' component seen to be the jurisdiction of local organizations and very sport specific.*

## LEADERSHIP DEVELOPMENT

- Clear pathways defined
- Recruitment support for pipeline development (Exec Dir as priority)
- Defined training in key functions and core competencies for coaches, EDs
- Volunteer training and development



## Breakout 3

The group identified the key elements of a **business case to secure consistent, long-term and expanded funding** from government and other private sector funders.



# Breakout 3 Outcomes

THE GROUP IDENTIFIED THE FOLLOWING NECESSARY ELEMENTS TO INCREASE FUNDING.

## VALUE PROPOSITION

- Clearly articulated health and wellness benefits.\*
- Population growth linkages to retention and community connectedness
- Sport tourism and increased spinoff economic activity
- Job creation impact
- Reduced criminal activity and other socio-economic benefits

## DATA

- Clean and reliable data
- Central leadership to identify what data is most valuable and how to collect it.
- Required to build value proposition and show ROI to GNB
- Also required to show participation trends in various sports and long-term development potential to funders

## DEDICATED SALES RESOURCES

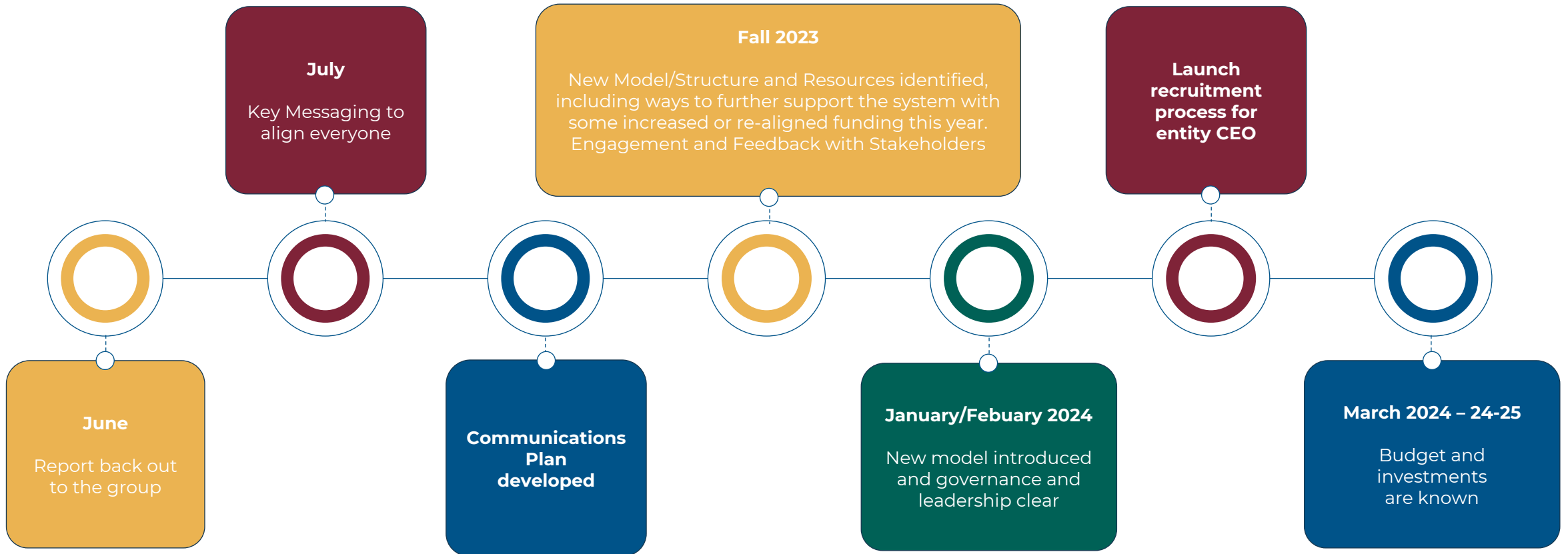
- Business Development / Sales Role to support sponsorship program development, advertising sales on social media and at events
- Could fund through administration fee %age from revenues generated. *\*could be part of central services org design*

## ENABLING TOOLS

- Central repository for grants
- Reliable and easily accessible data
- Foundational training and support on social media, understanding of how to unlock private vs public funding, align values with funders and key business drivers
- Lottery funding model
- Linkage with new RSC to support investment in facilities that will help with sport tourism

\* background information: <https://www.sportnb.com/sport-development/>

# Key Milestones



# Next Steps

Thank you for your participation in this session. As we move forward to implement the recommendations of this report and achieving our milestones we will:

Provide leadership through the Sport and Recreation Branch to work with system partners in the design and establishment of a new lead agency for sport development in New Brunswick.

In parallel Sport and Recreation Branch and Sport New Brunswick will work together to ensure members continue to be supported in the current year, as transition to a new lead agency occurs.

Finally, Sport and Recreation Branch and Sport NB will collaborate with system partners in the pursuit of the five action areas prioritized through this engagement.

**WE LOOK FORWARD TO WORKING WITH YOU ON THESE.**

