

LE SPORT EST IMPORTANT / SPORT MATTERS

2197 Riverside Drive, Suite 300, Ottawa, Ontario, Canada K1H 7X3

Tel.: 613.526.2912 - Fax: 613.521.3134 - www.sportmatters.ca

SPORT AND PHYSICAL ACTIVITY:

A NEW DIRECTION FOR CANADA

**Brief Prepared by
Sport Matters Group**

November 2004, Revised February 2005

Sport and Physical Activity: A New Direction for Canada

Acknowledgments

The Sport Matters Group (SMG) is a voluntary group of national and provincial sport organizations and leaders who have come together to consider the future of sport in Canada and to collaborate on various sport policy issues. The SMG includes over 80 organizations and sport leaders actively involved in public policy issues that affect sport and physical activity. The SMG has been involved in bringing forward the sport sector's views on such things as the *Canadian Sport Policy*, the Voluntary Sector Initiative, the *Physical Activity and Sport Act*, federal budgets, and the linkages between sport and healthy living.

Aboriginal Sport Circle, Active Healthy Kids Canada, Active Living Alliance for Canadians with a Disability, Alpine Canada Alpin, Athletes CAN, Athletics Canada, Badminton Canada, Baseball Canada, Basketball Canada, Biathlon Canada, Bobsleigh Canada, Bowls Canada, Boxing Canada, Canada Games Council, Canada Inline, Canadian Academy of Sport Medicine, Canadian Association for Health, Physical Education, Recreation and Dance, Canadian Association for the Advancement of Women and Sport and Physical Activity, Canadian Association for Disabled Skiing, Canadian Broomball Federation, Canadian Canoe Association, Canadian Centre for Ethics in Sport, Canadian Cerebral Palsy Sport Association, Canadian Colleges Association of Canada, Canadian Council of Provincial and Territorial Sport Federations, Canadian Curling Association, Canadian Cycling Association, Canadian Fencing Federation, Canadian Interuniversity Sport, Canadian Lacrosse Federation, Canadian Olympic Committee, Canadian Paralympic Committee, Canadian Parks and Recreation Association, Canadian Professional Coaches Association, Canadian Ski and Snowboard Association, Canadian Soccer Association, Canadian Speed Skating Association, Canadian Sport Tourism Association, Canadian Table Tennis Association, Canadian Wheelchair Sports Association, Centre for Substance Use in Sport and Health, Coaching Association of Canada, Coalition for Active Living, Commonwealth Games Canada, Communitarum, Diving/Plongeon Canada, Edmonton Sport Council, Equine-Hippique Canada, Esteem Team Association, Federation of Canadian Archers, Field Hockey Canada, Football Canada, Freestyle Ski Association, Gymnastics Canada, Hockey Canada, Judo Canada, Kiné Data, Lifesaving Society, Legacies Now, CSC – Atlantic, CSC – Calgary, CSC – Montréal, CSC – Ontario, Pacific Sport, Powerlifting Canada, Ringette Canada, Rugby Canada, Sask Sport, Skate Canada, Softball Canada, Spirit of Sport Foundation, Sport Alliance of Ontario, Sport B.C., Sport Information Resource Centre, Sport Manitoba, Sport Newfoundland and Labrador, Sport New Brunswick, Sport Nova Scotia, Sport North, Sport Officials of Canada, Sport Prince Edward Island, SportWeb Canada, Sport Yukon, Squash Canada, Swimming Natation Canada, Synchro Canada, Taekwondo Association of Canada, Triathlon Canada, Volleyball Canada, Waterpolo Canada, Waterski Canada, Wrestling Canada Lutte

This brief has been prepared by Melodie Tilson, Tilson Consulting, on behalf of the Sport Matters Group. Melodie Tilson gratefully acknowledges the assistance of members of the SMG Administration Group, in particular, Victor Lachance, Senior Leader, and Judy Sutcliffe, Principal, The Sutcliffe Group Inc., and the valuable input of many members of the SMG community, as well as the Coalition for Active Living.

Table of Contents

Executive Summary	i
Rationale for Document	1
Expected Outcomes	2
Understanding the Challenges	3
1. Canada’s International Competitiveness	3
2. Participation in Sport and Physical Activity	5
3. Adequate Resources	7
(3A) Chronic Underfunding	7
(3B) Lack of Stable Funding, Funding for Core Operations	8
(3C) Insufficient Funding for High Performance Sport	9
4. Leadership of the System	11
Benefits of Strong Sport and Physical Activity Sectors	13
1. Canadians value achievement in high performance sport	13
2. Winning results in high performance sport events correlate to higher participation in sport/physical activity among average Canadians	14
3. Sport/physical activity are vital to the health of Canadians	14
4. Participation in sport/physical activity is a fundamental form of citizen and community participation	15
5. Participation in sport/physical activity organizations is an incubator for civic engagement	16
6. Sport/physical activity play a unique role in shaping Canadian identity	17
7. Sport/physical activity sectors make substantial contributions to the economy	17
Key Objectives	18
1. An Integrated, Stable, Responsive Governance Model	18
2. More Federal Resources for Sport and Physical Activity	20
2(A) Sport Funding Raised to \$180 Million/Year	21
2(B) Physical Activity Funding Increased to \$100 Million/Year	25
2(C) Significant Funding for Facilities and Infrastructure	26
3. New Forms of Investment in Sport and Physical Activity	27
3(A) Creation of a Canadian Sport Foundation	27
3(B) Adoption of Tax Measures to Promote Sport and Physical Activity	28
Conclusions	29
References	31

Sport and Physical Activity: A New Direction for Canada

Executive Summary

Benefits of Healthy Sport and Physical Activity Sectors

- | Canadians value achievement in high performance sport:
 - A strong majority of Canadians want Canada to be a world leader in international competitions. Almost 8 in 10 say it is important for them that Canada be a world leader in winter sports, and 7 in 10 say it is important to them that Canada be a world leader in summer sports (Canadian Centre of Sport Excellence, 2002).
- | Winning results in high performance sport events correlate to higher participation in sport/physical activity among average Canadians:
 - Canada's performance at the 1992 and 1994 winter Olympics correlated to increased participation of 65% in speed skating, 20% in figure skating, and 95% in hockey between 1991-1995 (Lachance and Bell-Laroche).
- | Sport/physical activity are vital to the health of Canadians.
 - Physically active people are healthier, more productive, have fewer mental health issues, report higher levels of satisfaction and happiness, and age better.
 - A 10% increase in physical activity would save \$150 million/year in direct health care costs (Commission). 64% of Canadians are not sufficiently active to achieve personal health benefits. Participation in sport/physical activity is a fundamental form of citizen and community participation
- | Participation in sport/physical activity organizations is an incubator for engagement:
 - There are some 34,000 sport/recreation organizations in Canada, constituting the single largest category of non-profit and charitable organizations in Canada, at 21% of the total (Statistics Canada).
 - Sport/recreation organizations involve some 2 million volunteers who fill 5.3 million volunteer positions, representing 28% of all volunteers in the not-for-profit sector (Statistics Canada).
- | Sport/physical activity play a unique role in shaping Canadian identity:
 - The involvement by Canadians in sport/physical activity is one of the most important core activities that help to shape us as individuals, to differentiate our communities, and to define our nation's collective identity.

- | Sport/physical activity sectors make substantial contributions to the economy:
 - The sport and recreation sectors contribute over \$7.8 billion/year to the Canadian economy, generating approximately 1.1% of GDP (Standing Committee).
- | Sport builds social and human capital:
 - Sport is a collective activity that allows Canadians to learn and practice skills that makes civic engagement and democratic decision-making practical and meaningful. Participants learn how to work together, trust each other, how to organize their common interests, how to network with each other, and how to do things for themselves.

Understanding the Challenges

Over the past three years, significant achievements in the governance of the sport and physical activity sectors have advanced the interests of sport and physical activity in Canada, in particular the adoption of the landmark *Canadian Sport Policy* by all 14 federal, provincial, and territorial governments and the passage of the *Physical Activity and Sport Act (2002)*.

While these major achievements set an excellent policy framework, major changes are now needed to the way in which sport and physical activity at the national level in Canada are conceived, funded, managed and delivered if we are to overcome the serious challenges plaguing the sport and physical activity sectors:

- | The decline in the international competitiveness of Canadian athletes.
- | Inadequate participation in sport and physical activity by Canadians.
- | Insufficient federal funding devoted to sport and physical activity.
- | Lack of integrated leadership of the system.

These challenges can be overcome, and must be overcome if we are to realize our collective goals of a more active and therefore healthier population with adequate opportunities for all segments of the population to participate in sport and physical activity at all levels.

The Sport Matters Group (SMG), in consultation with the Coalition for Active Living (CAL), has prepared a comprehensive brief for the federal government that sets out a plan as asked for by the Prime Minister, which will permit full implementation of the *Canadian Sport Policy* and the *Pan-Canadian Active Living Strategy*.

Recommendations

The sport and physical activity communities have identified four key ways to improve the management and delivery of sport and physical activity in Canada:

1. A new governance model for the national sport and physical activity sectors that will provide leadership of the system, more timely decision-making, and better integration of policy, program, and funding decisions, based on the vision detailed in the *Canadian Sport Policy* and the *Physical Activity and Sport Act*.

There are a number of ways in which the federal government could achieve this objective:

- Establishment of a single government department with a full Cabinet Minister that would bring together all of the federal government's activities related to sport and physical activity.
 - Creation of an agency at arm's length from government to implement the *Canadian Sport Policy*.
 - A combination of the two, whereby the federal government would be responsible for policy development, sector funding, intergovernmental policy coordination, and international relations, and the agency would be responsible for priority setting, programming, and funding allocations and would be accountable for the achievement of performance targets.
2. Predictable and adequate long-term federal investments for sport participation, physical activity, athlete development, and high performance sport, the equivalent of 1% of the federal health care budget:
 - A minimum of \$180 million/year for sport, up from the current \$120 million.
 - A minimum of \$100 million/year for physical activity.
 3. New sources of funding from the private sector and the general public:
 - Establishment of a non-profit, non-governmental foundation, in partnership with the sport and physical activity sectors, to encourage innovative public-private partnerships in sport and physical activity.
 - Implementation of a number of tax measures previously recommended by the 1998 House of Commons Sub-Committee on the Study of Sport (Standing Committee):
 - ? A non-refundable tax credit for parents supporting high performance athletes.
 - ? A 150% tax deduction for the sponsorship of community sport by private corporations. (The allowable deduction is currently is 100%.)

- ? A non-refundable tax credit for those paying registration fees for community sport and recreation programs.
 - ? A non-refundable tax credit for fees paid by volunteers to take courses on sport issues such as coaching and officiating.
4. Substantial long-term investments in community facilities and infrastructure that support participation in sport and active Canadians.

These combined measures will achieve the objectives outlined in the *Canadian Sport Policy* and the Throne Speech and as called for by the Prime Minister in his recent request for a new plan for sport in Canada:

- | Increase participation in sport and physical activity by Canadians of all ages and at all stages.
- | Enhance national pride through better performances and more medals by Canadian athletes at major international Games, including the Vancouver-Whistler 2010 Winter Olympic/Paralympic Games.
- | Prevent illness and improve the health of Canadians and thereby reduce health care costs.

Sport and Physical Activity: A New Direction for Canada

Rationale for Document

"Better health for Canadians requires more than just timely access to health care. It requires the promotion of healthy living, addressing risk factors such as physical inactivity and nutrition; the prevention of injury; and integrated disease strategies. The Government will also work with partners to enhance sports activities at both the community and competitive levels." Speech from the Throne, 5 October 2004.

In recent years, significant achievements have advanced the interests of sport and physical activity in Canada:

- ‡ The endorsement of the *Canadian Sport Policy* by the federal government and all 13 provincial/territorial governments.
- ‡ The passage of the *Physical Activity and Sport Act (2002)*, which updated the 1961 *Fitness and Amateur Sport Act* and sets out the federal government's mandate and policies regarding the promotion of physical activity and sport.
- ‡ The adoption of a specific target by provincial/territorial ministers for increased physical activity among Canadians.
- ‡ Increased federal investment in sport, with Sport Canada's budget for sport in FY 2004-05 growing to \$120 million.

*"I think we've got to understand, yes, we need to support our elite athletes. The Olympics are very important and I am so proud of our Olympians.... At the same time, we've got to have a very strong foundation. That means a lot of kids, good coaching, right across the country." Prime Minister Paul Martin, as quoted in Joe Friesen, "PM asks for proposals to boost funding for athletes," *The Globe and Mail*, 1 September 2004.*

While these major achievements set an excellent policy framework, major changes are now needed to the way in which sport and physical activity at the national level in Canada are conceived, funded, managed, and delivered if we are to realize our collective goals of a more active and therefore healthier population with adequate opportunities for all segments of the population to participate in sport and physical activity at all levels. For many reasons, the timing is right to implement the necessary changes:

- ‡ The recent Olympic and Paralympic Games in Athens generated substantial media coverage of and public attention to issues related to the role of high performance sport in society and Canada's support for its high performance athletes.
- ‡ Motivated at least in part by the low number of medals earned by the Canadian team during the Olympics, Prime Minister Martin asked the Minister of State (Sport), Stephen Owen, to develop a plan to address the needs of the Canadian sport system.
- ‡ The sport sector and 14 Canadian governments have endorsed the *Canadian Sport Policy*, yet the rate at which the policy framework is being translated into meaningful action is disappointingly slow.
- ‡ Within the physical activity sector, the Coalition for Active Living (CAL) has developed a *Pan-Canadian Physical Activity Strategy*, but an implementation plan with achievable goals has yet to be developed, and

the federal and provincial/territorial governments are still in the process of developing a healthy living strategy more than two years after it was announced by the federal and provincial/territorial Health Ministers.

- | Canadians consistently rank health issues as their primary concern. Despite widespread recognition of the relationship between active living, participation in sport, and improved health status, the federal government has not translated its understanding of this relationship into policy, programs, and sufficient funding to encourage greater participation in sport and physical activity by Canadians.
- | The federal government is anticipating a substantial budget surplus of \$8.9 billion during 2004-05 alone, the seventh consecutive year in which the federal government has achieved a balanced budget or a surplus (Dunfield).

The Sport Matters Group (SMG), in consultation with the Coalition for Active Living, has prepared this brief for the federal government that sets out a plan as asked for by the Prime Minister that will permit full implementation of the *Canadian Sport Policy* and the *Pan-Canadian Physical Activity Strategy*.

There are four basic components to our plan:

1. A new decision-making structure at the federal level to provide coordinated leadership of the system, timely decision-making, and integrated programming.
2. Stable and adequate long-term federal funding for sport development, high performance sport, and physical activity.
3. Substantial long-term investment in the facilities and infrastructure at the community level that support participation in sport and physical activity.
4. The promotion of new forms of investment by the private sector and the public in sport and physical activity.

Expected Outcomes

Adoption of the plan set out in this paper will result in the fulfillment of goals important to the federal government, to leaders in the sport and physical activity sectors, and to the Canadian public:

1. More medals earned by Canadian athletes at major international games, including the Vancouver-Whistler 2010 Winter Olympic/Paralympic Games.
2. Higher levels of participation in sport and physical activity by Canadians of all ages at all levels, from community-level recreational

activities to competitive high-performance sport—as participants, athletes, leaders, and volunteers.

3. A stronger economy, through increased tourism at major sport events, participation in sport and physical activity, family spending on goods and services related to sport and physical activity, and use of recreational facilities.
4. More engaged citizens and healthier communities.
5. A healthier population, with reduced health care costs.

Understanding the Challenges

In order for the sport and physical activity sectors to realize their full potential in terms of promoting citizen participation, increasing the number of Canadian athletes earning medals at major national and international competitions, and creating an active population, serious challenges must be overcome:

- ‡ The decline in the international competitiveness of Canadian athletes.
- ‡ Inadequate participation in sport and physical activity by Canadians.
- ‡ Insufficient federal funding devoted to sport and physical activity.
- ‡ Lack of integrated leadership of the system.

1. Canada's International Competitiveness

There are many indicators that Canada's international competitiveness in high performance sport has declined, fueling widespread concern among sport leaders, athletes, and the general public over the health of our high performance sport system and sport development in general. A nation's Olympic medal count is considered a valid benchmark of the capacity of its high performance system to produce top-level athletes. Canada's drop in medals and our decline in world rankings are major indicators that our system that has not been keeping pace with international developments (Bales and Henwood):

- ‡ Over the past three Summer Olympics, Canada's medal ranking dropped from 11th to 19th. During the Athens Games, Canada earned medals in only seven sports.
- ‡ A 19th place finish at the Athens Olympics puts Canada on par with Bulgaria and behind many countries with smaller populations and less wealth.
- ‡ While the seven other G8 countries have made clear commitments to field highly competitive Olympic teams, Canada is clearly not in this league—Canada ranks last among the G8 nations.

"It seems a pretty obvious conclusion to draw that if you've got less organized sport available on a regular basis right through the school system, eventually that's going to be reflected in less high-performance athletes."

Hon. Stephen Owen, Minister of State (Sport), as quoted in Brian Laghi and James Christie, "No new money for Canadian athletes: Owen," *The Globe and Mail*, 30 August 2004.

- ‡ Although Britain ranks second last among G8 nations, its medal total is 250% better than Canada's. In the eight years from the Atlanta to the Athens Olympics, Britain doubled its medal count, from 15 to 30, whereas Canada earned almost 50% fewer, dropping from 22 to 12.

There is a long-standing imbalance in Canadian high performance sport in terms of the resources and priority accorded to individual versus team sports. Our system is heavily oriented to support individual sports (Bales and Henwood):

- ‡ Opportunities for our best youth teams to train and compete together are insufficient.
- ‡ We lack senior leagues in many team sports.
- ‡ Canada hasn't won a medal in a team sport other than ice hockey since before World War II.
- ‡ For the Athens Olympics, Canada qualified in only 3 of 14 Olympic team events.

"We are competing with countries where an athlete's only job is to be an athlete. Other countries commit to excellence in sport." Leslie Ellins, member, Canadian Shooting Team, as quoted in Mary Riley, "Leslie Ellins has shot her way to the top," *Lindsay This Week*, 15 October 2004.

This concern over Canada's declining stature on the international stage has grown in recent months, with the 2010 Olympic/Paralympic Games hosted by Canada less than six years away. For the Games to be considered a success by the international community, the host nation is expected to fare well in the medals count; typically a host nation experiences a 15% increase in its medal earnings. There is a widely held belief that Canada must perform better than during the previous two occasions when we hosted the Olympics:

- ‡ During the 1976 Olympics in Montreal, Canada became the first host nation that failed to win a single gold medal.
- ‡ The 1988 Winter Olympics in Calgary were considered an organizational success, but Canada did not win a single gold medal, and we were left with no legacy of active living among Canadians.
- ‡ Following Canada's disappointing performance at the Athens Olympics, the President of the International Olympic Committee, Dr. Jacques Rogge, publicly called upon Canada to improve our sport system in preparation for its hosting of the Vancouver-Whistler Winter Olympic and Paralympic Games.

Australia is commonly regarded as a model of what can be achieved by the transformation of the sport system in preparation for hosting the Olympic Games. In anticipation of the Sydney Olympics in 2000, the federal government identified sport and sport development as a priority and fully supported its sport ministry, as did the state governments with regard to their ministries of sport and recreation. Federal funding for sport was increased dramatically from \$16 million to \$100 million per year, from 1994 until 2000,

with an additional \$140 million over six years going directly to athletes. The sport delivery system was also significantly streamlined, and better support for athletes was linked to greater participation in sport by the public. Public officials, including the Prime Minister, expressed strong support for sport and physical activity. As a result of these initiatives, the Australian team exceeded medal expectations, earning 58 medals during the Sydney Olympics, of which 16 were gold (Lachance and Bell-Laroche).

Australia has also been successful in creating a legacy of achievement in high performance sport and a more physically active population (Lachance and Bell-Laroche):

- | To sustain the results achieved in Sydney, the government committed an additional \$161.6 million over four years to sport, bringing total federal funding for sport to an all-time high of \$547 million. The Australian team finished 4th overall in the Athens Olympics, earning 49 medals, including 17 gold.
- | To stimulate higher levels of physical fitness, the “Active Australia” alliance was created, bringing together indigenous, disabled, women’s, and youth organizations.
- | The “Aussie Sport for Youth” program was likewise developed to promote physical activity. In 1995 all elementary schools participated in the program, involving some 2.5 million youth. In 2004, the government announced the “Active After-School Communities Program,” with \$90 million in funding for a campaign to encourage children to participate in physical activities after school (Cooke).

2. Participation in Sport and Physical Activity

“To have the elite of tomorrow, we have to have the youngsters playing today with the resources to find those with talent.” Jean-Marc Fournier, Quebec Minister of Municipal Affairs, Sports and Leisure, as quoted in Joe Friesen, “Despatie dives into funding debate: More support for elite athletes needed if Canada to shine, silver medalist says,” *The Globe and Mail*, 31 August 2004.

There are many indicators that Canadians do not participate enough in sport and physical activity. Almost 60% of adult Canadians (age 20+) are inactive, and only 20% can be classified as active. Canadian youth also suffer from insufficient activity and are among the least active young people in the world. A majority (56%) of Canadian youth aged 12-19 are physically inactive; however, as many as 82% may not be active enough for optimal growth and development (Canadian Fitness and Lifestyle Research Institute). Only half of Canadian children receive physical education in schools more than twice per week, with only 16% of schools offering physical education on a daily basis. Only one province, Alberta, requires physical education in high schools.

“A major global epidemic of cardiovascular disease, Type 2 diabetes, overweight and obesity, affects both the developing and developed world. It is determined particularly by social factors promoting inappropriate diet and inactivity.” Dr. Claude Bouchard, Intl. Association for the Study of Obesity, et al, “Joint Statement to the 113th Meeting of the WHO Executive Board,” Geneva, January 2004.

Insufficient physical activity is a risk factor for or primary cause of many health problems among both adults and youth. Indeed, sedentary living is the primary health risk affecting all Canadians across all life stages in the twenty-first century.

- ‡ Risk factors for chronic heart disease are now evident in children as young as 6 years old.
- ‡ Physical inactivity is a primary risk factor for Type II diabetes, one of the fastest growing preventable diseases in Canada. Type II diabetes contributes to 5500 Canadian deaths per year and costs the health care system \$9 billion/year.
- ‡ Canada ranks 18th highest of 24 Organisation of Economic Cooperation and Development (OECD) countries for our population obesity rates, and the obesity epidemic is growing:
 - Almost half of Canadian adults are either overweight or obese.
 - 1 in 10 Canadian children are overweight, with the number of overweight girls doubling between 1981-1996.
 - The number of deaths caused by diseases associated with excess weight almost doubled over the past 15 years, from 2,500 deaths in 1985 to 4,300 in 2000.
- ‡ Half of the functional decline people experience between the ages of 30 and 70 is directly related to a lack of physical activity, not aging itself.
- ‡ 70% of Canadians aged 45 and older suffer from one or more chronic conditions directly related to physical inactivity. As our population ages, this percentage is expected to increase.
- ‡ Physical inactivity past age 50 creates the same risk of premature death as tobacco use. Physical inactivity results in 21,000 premature deaths per year in Canada.
- ‡ \$2.1 billion/year in direct health care costs—representing 2.5% of total direct costs in Canada—are attributable to physical inactivity (Commission).

Of the top twelve performers among OECD nations, Canada currently ranks 9th in terms of health status based on a number of criteria, including health care resources, health care utilization, health care expenditures, health indicators, and non-medical determinants of health. Physical activity factors into population obesity levels, one of the three non-medical determinants of health measured (The Conference Board of Canada).

In addition to the issues related to the loss of quality of life and the burden on the health care system from diseases related to insufficient participation in physical activity, there are other participation issues. Opportunities to participate in sport and physical activity are not equally accessible to all

Canadians, in particular people with disabilities, new Canadians, girls and women, and First Nations people. Furthermore, the number of facilities and the infrastructure to support participation is currently insufficient to enable all those who want to participate to do so. Encouraging greater participation among Canadians in general and removing barriers to equitable participation will only exacerbate this problem.

Participation in sport includes all those who participate by volunteering their time to assist in the management and delivery of programs. Sport/recreation organizations account for 28% of all volunteers in Canada—some 2 million volunteers filling 5.3 million volunteer positions. It is of concern to the sport sector that 73% of the 34,000 sport/recreation organizations in Canada have no paid staff and that, not surprisingly, 26% reported a decline in the number of their volunteers from 2000 to 2003 (Statistics Canada, *Cornerstones of Community*).

“In this generation of childhood inactivity and obesity, Canada should be focusing on athletes and sport development and not solely on winning medals. There is great value in being an Olympian, no matter how one finishes. The energy and optimism and hope you bring back to your sport community are outstanding. Surely sport participation will increase if Canada has the proper role models. Of course everyone likes winners, but how are we going to encourage athletes to even try out if Canada is sending only the ‘sure things?’ When a child decides to join a sport, does the parent say, ‘only if you’re going to be the best?’ What message are we sending here? Don’t even bother trying if you aren’t going to win. You’re not worthy of vying against the world’s best unless you finish in the top 3, never mind that there are 100 competitors in the race.” Nicole Stevenson, Marathoner, as quoted in “Athletics: Why is Canada ashamed of its best athletes?” *Runner’s and Triathlete’s Web News*, 19 July 2004.

3. Adequate Resources

(3A) Chronic Underfunding

Canada’s investment in sport and physical activity falls substantially short of what it needs to be to implement the *Canadian Sport Policy* and optimize the many health and social benefits from participation. Moreover, the lack of adequate resources devoted to the sport and physical activity sectors at all levels creates an unnecessary and unproductive competition between these two sectors. Similarly, inadequate resources create competition between the funding of athlete development and the funding of high performance sport—competition that is detrimental to the entire sport system.

The recent survey of non-profit and voluntary organizations in Canada revealed that investments in sport/recreation organizations are disproportionate to the size of the sector and its contribution to social objectives. Whereas sport/recreation organizations constitute 21% of all not-for-profits, they account for only 5.4% of total revenues, of which government provides only 12% (Statistics Canada, *Cornerstones of Community*):

- ‡ Revenues declined over the past three years for one-quarter of sport/recreation organizations and remained constant for approximately half (46%).
- ‡ Sport/recreation organizations are more likely than other non-profits to report financial problems:
 - Over half (53%) report difficulty obtaining funding from organizations such as government, foundations, or corporations.
 - 47% report difficulty obtaining funding from individual donors.

- 49% report competition with other organizations for funding or revenues.
- 51% report difficulty earning revenues.
- 58% report difficulty planning for the future.

(3B) Lack of Stable Funding, Funding for Core Operations

“[I]t will take a decade to overcome massive funding cutbacks of the 1990s and old attitudes.” Mark Lowry, Canadian Olympic Committee, as quoted in Maria McClintock, “10-year plan for gold. New Funding Strategy Will Take Decade to Reap Medals: COC,” *Toronto Sun*, 20 August 2004.

In addition to chronic underfunding, sport/recreation organizations experience financial difficulties for other reasons—lack of stable funding, funding cuts, reliance on project funding, and lack of funding for core operations:

- ‡ National sport organizations, in particular, report suffering from a “feast or famine” syndrome. The hosting of major sporting events results in major short-term investments by the federal government and private sector in one or more sports, with few long-term benefits accruing to the sector. Furthermore, because federal government funding for sport is influenced by the political priorities of the day, budget allocations vary from year to year. One-time injections of more money into the system, while solving some problems, create substantial program planning and administrative challenges. These challenges are often exacerbated by the funding not being made available until many months into the federal fiscal year, with the requirement to spend the entire increment before year-end.

A case in point is the federal government’s increase in sport funding by \$30 million for FY 2004-05. While the sport community appreciates the additional investment, the money was only allocated six months into the fiscal year. More than eight months into the fiscal year, no national sport organization has received any of its additional funding, making it difficult to spend the funds effectively. It is simply not possible, for example, to attract a highly qualified coach for a four-to-six month position.

- ‡ Almost two-thirds (61%) of sport/recreation organizations (at all levels) report that reductions in government funding are a problem, including 31% for whom it is a serious problem (Statistics Canada, *Cornerstones of Community*).
- ‡ Base funding within the federal government to support physical activity was phased out in 1996. Outstanding national initiatives such as ParticipACTION closed their doors as a result. Funding for physical activity organizations was also slashed during the 1990s. The program “Go For Green,” for example, which has been exemplary in securing public-private partnerships, now receives less than one-third of the federal funding that it did ten years ago.

- ‡ More than half (54%) of sport/recreation organizations indicate that the unwillingness of funders to finance core operations is an ongoing problem, resulting in an over-reliance on project funding. A related factor is the need to modify their program in order to qualify for funding, a problem for 39% of sport/recreation organizations (Statistics Canada, *Cornerstones of Community*).

(3C) Insufficient Funding for High Performance Sport

"This is factual information which shows the extent of the gap between our funding for HP (high-performance) sport. How the #!! can we expect to compete in some of these sports when the HP programming in other countries is 10-20 times more than what we provide?"*
 Email from Bob Price, Athletic Assistance Program Manager, Sport Canada, 22 September 2003, as quoted in McClintock Maria, "Feds feared Olympic flop: Docs," SLAM Sports, 14 November 2004.

Investment in high performance sport by the federal government in Canada lags behind that of many other developed nations, for example, Australia, Germany, France, and Britain (Bales and Henwood):

- ‡ The Australian government spends 50% more for sport, but Australia's population is 40% less than Canada's.
- ‡ Germany invests \$300 million/year on high performance sport alone for a population of 82 million. If Canada were to invest proportionately the same amount in high performance sport, the federal government's entire \$120 million sport budget (FY 2004-05) would have to be directed at high performance sport.
- ‡ France (population approx. 60 million) contributes \$135 million/year to national sport federations, versus \$30 million spent by the federal government on their Canadian counterparts.
- ‡ Britain invests approximately \$750 million/year in sport, or \$3 billion over four years—almost seven times more than the federal government spends in Canada.

Athletes

"Wrestler Christine Nordhagen was working a bingo a few weeks before the Games. Others were selling calendars. Muenzer's coach, Steen Madsen, couldn't afford the \$10,000 to make the trip to Athens, so there was the utter ridiculousness of an elite athlete at the Games without her coach." Mark Keast, "Athletes eye medals and money," SLAM Sports, 11 September 2004.

The chronic under-funding of clubs, coaches, and sports federations results in a large proportion of the financial burden of training and competing falling on the athletes themselves. The costs to participate in high performance sport are very high, including coaching fees, club fees, international travel, and living expenses. These costs are a major factor limiting Canada's ability to recruit and retain talented athletes and encourage them to pursue excellence:

- ‡ The majority of amateur athletes in Canada live and train at or below the poverty line.
- ‡ Athletes are often obligated to work part-time, compromising their training programs. About 50-60% of athletes in Canada have part-time jobs.
- ‡ When compromises in training lead to poor performances, athletes may exit high performance sport prematurely.

*"I'll tell you about the reality of amateur sport in Canada.... We pay all of our own expenses to compete and represent our country. I pay for my own equipment, travel, accommodations, meals, everything. Even my Canadian team shooting suit, which is \$300. Without sponsors and funding from the government amateur athletes can't do it. Sharon Bowes, for example, is Canada's top female shooter, and she qualified to compete in Athens. But Sport Canada wouldn't pay to send her, and she just couldn't afford to pay the expenses herself, so she didn't go." Leslie Ellins, member Canadian Shooting Team, as quoted in Mary Riley, "Leslie Ellins has shot her way to the top," *Lindsay This Week*, 15 October 2004.*

There are two fundamental problems with the current system of funding high performance athletes in Canada—funding programs are fragmented and federal funding is insufficient to fulfill the government's goals for high performance sport. Sport Canada provides the lion's share of support for athletes through its Athlete Assistance Program (AAP):

- ‡ Some 1,400 athletes receive tax-free stipends from the federal government. Half are senior athletes who receive \$1,500/month (\$18,000/year). The other half are developmental athletes who receive \$900/month (\$10,800/year). These modest amounts *include* recent increases of 36% for senior athletes and 80% for developmental, announced in September 2004 as part of the federal government's one-time increase in sport funding for 2004-05 (Canadian Heritage).
- ‡ Qualified athletes who attend post-secondary institutions are also eligible for tuition support under the AAP.

There are several other sources of funding to which athletes may apply, each with different funding criteria:

- ‡ Canadian Olympic Committee's Excellence Program makes direct payments to selected athletes.
- ‡ Investor's Group provides \$5,000 bursaries to selected athletes.
- ‡ Both the "See you in Athens" campaign and the Dairy Farmers Bureau of Canada provide support to athletes who are able to demonstrate financial need.
- ‡ Some provincial governments, most notably Quebec, provide direct payments to their athletes.

Coaching

Coaching is severely underdeveloped in Canada, one of the key reasons why Canadian athletes are at a disadvantage in international competitions. The high performance coaching system is a patchwork, even at the Olympic level, and Canada does not have the coaching infrastructure (training and development programs, career pathway, and compensation for coaches) of many other developed nations. Canada is also behind in the implementation of mentoring and professional development opportunities for coaches who work with developmental athletes (La Relève) who will make up our next wave of high performance athletes. Canada's inability to attend to the attrition rate of coaches at this level results in a sporting brain-drain when they leave the system or leave the country.

A related need is targeted funding to increase coaches' salaries. Canada lags behind most leading sport nations in terms of the compensation and working conditions for elite coaches and the number of coaching jobs available at the developmental level. Improvements in compensation for coaches is essential to enable Canada to attract and retain a sufficient number of world-class coaches. In addition to better training and development programs for coaches, we need to develop a longer-term employment model for coaches that parallels the long-term athlete development model. In the absence of employment stability and adequate compensation, few people are able to pursue coaching as a viable profession (Bales and Henwood):

- | The combined total of coaches' salaries for all sports is only \$8 million per year.
- | Only 2 of our 23 Paralympic sports have a full-time coach.
- | There is a significant gender imbalance at the highest levels of coaching in Canada. In Athens, for example, male coaches outnumbered females by 9 to 1.
- | Less than half of the coaches in Athens met the Canadian Olympic Committee standard (level 4 certification) to qualify for the Olympic Team.
- | A majority of Olympic coaches are not members of the professional coaching association, suggesting that many do not view coaching as a viable profession.

Federal and provincial/territorial cooperation and bilateral investments are essential to ensuring the career pathway for coaches meets the demands of the whole sport spectrum—from playground to podium. In some countries, such as Australia and the Netherlands, the approach has been to employ coaches as public employees. Whether such an approach is applicable to the Canadian context, the need to resolve career issues related to coaching is essential.

4. Leadership of the System

There are outstanding leaders in all components and at all levels of Canadian sport—governments, provincial/national sport organizations, national/multi-sport federations, bid committees, coaches, and athletes. The fundamental problem lies in the fact that there is no effective and recognized leadership of the system and no mechanism for integrated decision-making that would permit effective implementation of the *Canadian Sport Policy*.

Participation in physical activity and high-performance sport are mutually supportive activities. However, within the federal government, public policy, resource allocation, and program delivery related to sport and physical activity

are currently divided among two separate government departments and a new public health agency—with three different ministers and very different mandates. Other aspects of the sport file are also found in other departments, such as Foreign Affairs, Social Development, and Justice. This division of sport and physical activity within the federal government causes numerous problems:

- ‡ Lack of policy coordination and implementation;
- ‡ Competition for limited funding;
- ‡ Unnecessary bureaucracy;
- ‡ Fractured and unclear accountability;
- ‡ Jurisdictional issues;
- ‡ Costly interdepartmental structures;
- ‡ Strong individual programs, but insufficient linkages between them.

The current decision-making structure also fails to provide the optimum conditions under which sport and physical activity at the national level would thrive:

- ‡ Priority setting is short-term at best, subject to election cycles and Cabinet shuffles.
- ‡ Lack of stability in federal ministerial appointments, compounded by ministers having second portfolios that compete for their time and attention. The sport sector has been governed by four different ministers in five years:
 - August 1999 - January 2002, Hon. Denis Coderre, Secretary of State (Amateur Sport);
 - January 2002 - December 2003, Hon. Paul DeVillers, Secretary of State (Amateur Sport, Jan 2002 - June 2003; and Physical Activity and Sport, June - December 2003);
 - December 2003 - July 2004, Hon. Stan Keyes, Minister of Revenue and Minister of State (Sport);
 - July 2004 - present, Hon. Stephen Owen, Minister of Western Economic Diversification and Minister of State (Sport).
- ‡ Funding decisions are made on an annual basis, again reflecting short-term political priorities and not the long-term needs of the sport and physical activity sectors.
- ‡ Annual funding is often not disbursed until well into the fiscal year, impeding organizations from making the most effective use of the funds and making long-term planning virtually impossible.
- ‡ Funding decisions are agonizingly slow, reflecting the fact that government decision-making is structured more to deal with broad

policy issues than to enable departments to respond quickly to opportunities.

Benefits of Strong Sport and Physical Activity Sectors

Sport and physical activity are key to the health and well-being of Canadians and Canadian communities. Sport offers a unique and largely unexploited platform for enhancing social policies that benefit many sectors, including health, education, industry, environment, aboriginal affairs, youth, justice, and foreign affairs. Indeed, a healthy physical activity sector together with a vibrant, uniquely Canadian, sport system could help advance several of the government's key goals:

- | Promoting sporting excellence and improving Canada's standing in international competitions.
- | Reducing health care costs.
- | Building communities and enhancing the social economy.
- | Using existing citizen and community participation in sport and recreation for the implementation of public policy and the achievement of social objectives.
- | Fostering community and national pride and strengthening Canada's role in the world.

1. Canadians value achievement in high performance sport

- | A majority of the Canadian public wants Canada to be a world leader in international competitions (Canadian Centre of Sport Excellence, 2002):
 - Almost 8 in 10 say it is important for them that Canada be a world leader in winter sports, and 7 in 10 say it is important to them that Canada be a world leader in summer sports.
 - 94% believe that Canadian athletes who succeed in international sport events are a positive role model for children.
 - 91% believe that success in international competitions makes Canadians proud and unites the country.
 - 87% believe that success in international competitions has a positive impact on perceptions of citizenship.

“The great benefit of hosting an Olympic Games is that the massive interest and investment in sport is an opportunity to improve the general state of sport at all levels. This once in a lifetime opportunity must be used to set innovative agendas and specific goals regarding the future of sport, health and recreation for the next millennium.” Senator Kate Lundy, Australian Shadow Minister for Sport, 1999 as quoted in Lachance and Bell-Laroche, October 2003.

- | In the lead-up to the 2010 Winter Olympic/Paralympic Games in Vancouver-Whistler, all eyes will be on Canada. The challenge facing the federal government and the Canadian sport system is to ensure that our elite athletes are podium-ready while capitalizing on this rare opportunity to promote sport as a valued national institution accessible to all Canadians.
- | The 2010 Games represent a landmark opportunity to build a uniquely Canadian sport system—one that promotes participation in sport and physical activity; cultivates excellence; builds communities; and fosters community and national pride—not only during the time period surrounding the Games but beyond, leaving a lasting legacy of participation, excellence, citizen engagement, and pride long after our collective memory of the Games has faded.

2. Winning results in high performance sport events correlate to higher participation in sport/physical activity among average Canadians

“The fact of the matter is that it is our Olympic athletes who inspire young people to get out and play in the playgrounds.” Michael Chambers, President, Canadian Olympic Committee, as quoted in “Top Canadian athletes will get more money: Owen,” CTV.ca, 30 August 2004.

- | There is substantial anecdotal evidence, although little empirical data, that winning medals in major international competitions correlates to higher participation rates in those sports:
 - Following Canada’s success in diving at the recent Athens Olympics, enrollment in learn-to-dive programs has virtually doubled in clubs across Canada (personal communication, Tim Page, Executive Director, Diving Canada, November 2004).
 - Canada’s performance at the 1992 and 1994 winter Olympics correlated to increased participation of 65% in speed skating, 20% in figure skating, and 95% in hockey between 1991-1995 (Lachance and Bell-Laroche).
 - Canada’s performance at the 1998 and 2002 winter Olympics correlated to higher participation rates ranging from 2% - 33% in speed skating, figure skating, and hockey (Lachance and Bell-Laroche).
- | The Parliamentary Sub-Committee on the Study of Sport, headed by M.P. Dennis Mills, concluded that “the spinoff from the staging of these major events [Olympic Games in 1976 and 1988] was increased general enthusiasm for and participation in sport among Canadians of all ages” (Standing Committee).

3. Sport/physical activity are vital to the health of Canadians

- | The Romanow Commission on the Future of Health Care in Canada recommended that prevention—helping Canadians stay healthy—become the central focus of our primary health care system. The

Commission estimated that a 10% reduction in physical inactivity would save \$150 million/year in direct health care costs.

- ‡ Encouraging physical activity is arguably the most important health promotion strategy. Physically active people are healthier, more productive, have fewer mental health issues, report higher levels of satisfaction and happiness, and age better. Even moderate daily activity can significantly improve health.
- ‡ Physical activity shortens the morbidity curve, reducing the period of illness and dependency and the need for institutionalization in the latter stages of life.
- ‡ Regular physical activity has multi-faceted benefits for children, including healthier growth and development; better academic performance; higher self-esteem, less stress and anxiety, and the development of skills that foster participation in sport/physical activity later in life.
- ‡ Research shows that adolescents who are active in sports are less likely to use illicit drugs (Women's Sports Foundation).

4. Participation in sport/physical activity is a fundamental form of citizen and community participation

- ‡ Sport touches virtually every community, every citizen in Canada. Accompanying regular news broadcasts on radio and television, we get updates on weather and sports, testifying to the integral importance of sport to our daily lives.
- ‡ Sport and physical activity encompass a broad spectrum of activities—from the pick-up ball game in the schoolyard, to walking, to organized sport in the community, to international competitions at the world championship level.
- ‡ There are many forms of participation in sport/physical activity that benefit us as participants and our communities in distinct ways—we may watch, play on a team, volunteer with a sports club, enter competitions, coach, manage activities, or enable our children to participate.
- ‡ There are as many different reasons to participate in sport/physical activity as there are forms of participation—for exercise/health, recreation, transportation, rehabilitation, competition, to help improve the quality of life/health of others, or for service to our community.
- ‡ Sport/recreation organizations make a substantial contribution to communities across Canada (Statistics Canada, *Cornerstones of Community*):

- There are more than 34,000 sport/recreation organizations in Canada.
- 71% of sport/recreation organizations operate at the local level, within a neighbourhood, town, city, or rural municipality.
- 83% of sport/recreation organizations have been in operation for more than 9 years.
- Some 2 million volunteers—or 28% of the total—provide service to sport/recreation organizations.

5. Participation in sport/physical activity organizations is an incubator for civic engagement

“The Government is determined to foster the social economy—the myriad not-for-profit activities and enterprises that harness civic and entrepreneurial energies for community benefit right across Canada.” Speech from the Throne, October 2004

- | Sport/recreation organizations make up the largest component of the voluntary sector, the third pillar of civil society. Sport/recreation organizations account for 21% of all non-profit/charities but 28% of all volunteers (Statistics Canada, *Cornerstones of Community*).
- | The viability of tens of thousands of sport/recreation organizations and miles-upon-miles of physical infrastructure, from pools to bike paths to pitches, is maintained by millions of Canadian volunteers.
- | Sport serves as common entry point into democratic, collective decision-making and problem-solving. Community sport is one of the largest existing “citizen participation projects” in Canada (Bowen):
 - Sport is a collective activity that allows Canadians to learn and practice skills that makes civic engagement practical and meaningful. Participants learn how to work together, trust each other, how to organize their common interests, how to network with each other, and how to do things for themselves.
 - Sport unites people around a common goal, helping to break down ethnic, linguistic, religious, and cultural barriers that can be divisive.
 - Sport is a non-stigmatizing social activity, serving as a powerful driver of the social economy.
 - New immigrants report significant involvement in community sport, which helps to integrate new Canadians into society.
- | Sport can make a powerful contribution to a better understanding of why citizens participate and how to facilitate the efforts of democratic institutions to promote civic engagement.
- | There is evidence that people who are physically active and enjoying the related benefits, such as improved health and exposure to sport’s values, tend to be active in other spheres of society as well:
 - The skills and inclinations fostered by participation in sport/physical activity apply to many other spheres of life.

- Physically active people are more likely to volunteer, join clubs, care for their neighbours, recycle, help out during a community crisis, and vote in elections.

6. Sport/physical activity play a unique role in shaping Canadian identity

“Nonprofit and voluntary organizations are, in many ways, an extension of the millions of Canadians who direct and support their activities. As instruments of collective action, they enable us to come together to address the needs that we believe are important. In their totality, nonprofit and voluntary organizations are an expression of our Canadian values. Their capacity to serve Canadians helps shape the quality of our lives and our communities, and their potential is intertwined with our own.” Statistics Canada, *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, September 2004.

- ‡ Our involvement in sport/physical activity is one of the most important core Canadian activities that help to shape us as individuals, to distinguish our communities, and to define our nation’s collective identity.
- ‡ Sport reflects our unique Canadian values, culture, and identity:
 - High performance sport provides a forum to showcase Canadian values and achievement on the international stage, in the same way as the arts and culture.
 - Sport provides an important means of marketing the Canadian identity through a uniquely Canadian brand of sport—the pursuit of excellence in high performance sport while nurturing broad participation in values-based sport and physical activity.
- ‡ There is no other sphere of community life (with exception of religious activities) in which values are so central and so explicit. Participants, spectators, athletes, coaches, and managers are regularly exposed to a clear set of expectations related to:
 - fair play;
 - inclusion;
 - non-violence or abuse;
 - respect for others;
 - discipline, focus, commitment;
 - respect for authority;
 - the need to balance competing interests—self vs. team; winning vs. having fun.

7. Sport/physical activity sectors make substantial contributions to the economy

- ‡ The sport sector in Canada contributes at least \$7.8 billion annually to the Canadian economy. The sector’s share of Gross Domestic Product (1.1) is on par with that of industries such as paper and allied products (1.01), mining (1.07), and logging and forestry (.68) (Standing Committee on Heritage).
- ‡ The sport sector employs over 260,000 people and engages over 2 million volunteers. The sport sector’s share of total employment exceeds that of numerous industries, including food, printing and publishing, motor vehicle and motor vehicle parts, wood, paper and allied products (Standing Committee on Heritage).

- ‡ Canadian families spent \$7.8 billion on sporting goods/services or \$718 per family in 1996. This is a significant share of total family expenditures (1.46%), more than the average family spent on education (1.1%) and reading material (0.5%) (Standing Committee on Heritage).

Key Objectives

1. An Integrated, Stable, Responsive Governance Model

“We have to do it now. The excitement of the Olympics is going to wear off after three or four months. While it’s fresh in everyone’s minds, we have to do something. We can’t wait for another four years.” Adam Van Koeverden, Olympic athlete, as quoted in *The Globe and Mail*, 3 September 2004.

For Canadians, physical activity, community sport, and high performance sport are inter-related and mutually supportive activities. Research shows that certain governance models result in better international performances in high performance sport and a more physically active population. Among the key factors identified in the research on successful models in other countries is a single organization responsible for the development and implementation of a national vision for sport and a systematic approach to sport development across the spectrum of involvement, including physical activity, school sport, recreation, amateur sport, and professional sport. In Canada most provincial/territorial governments manage their sport/physical activity portfolios in an integrated manner within one department. The federal government’s interests in sport and physical activity should likewise be united under one governance structure:

- ‡ Integrated governance is needed to coordinate the planning, promotion, and implementation of policies and programming at the federal level.
- ‡ Integrated governance is needed to give a unified voice to the common vision of sport and physical activity, strengthening communication and focusing public attention on these important societal concerns.
- ‡ Integrated governance formally recognizes the natural alliances (both practical and political) between sport and physical activity and would facilitate the forging of closer connections to other government ministries with shared concerns, including population health, cities, youth, finance, environment, aboriginal affairs, and justice.
- ‡ Integrated governance is needed to foster public support and enthusiasm for the creation of an “Active Canada” legacy from the 2010 Vancouver-Whistler Winter Olympic and Paralympic Games.
- ‡ Integrated governance at the federal level is needed to ensure effective implementation of the *Canadian Sport Policy* within the sport and physical activity sectors.

The sport and physical activity sectors have identified three possible leadership models that would unite sport and physical activity under one governance

structure—a dedicated government department for sport and physical activity; an independent agency; a combination of the two. Each model has distinct advantages and disadvantages:

- ‡ A government department with a full Cabinet Minister that unites sport and physical activity signals a higher level of commitment to sport and physical activity by the federal government.
- ‡ A dedicated department for sport and physical activity would increase the visibility of the sector and demonstrate greater commitment from the federal government, thereby helping to attract more private sector investment.
- ‡ To maximize the benefits of integrating all of the federal government’s interests in sport and physical activity within one government department, a separate department should be created and overseen by a full Cabinet Minister. Neither of the departments that currently house sport and physical activity—Canadian Heritage for sport and Health Canada for physical activity—is ideally positioned to manage the interests of the other:
 - The sport sector has interests and impacts that are clearly beyond the mandate of Health, in particular the socio-economic and cultural benefits unique to sport.
 - The interests of the physical activity sector clearly have little in common with the high performance focus of Sport Canada.

An alternative to a new cabinet position and federal government department for sport and physical activity is to unite the two sectors under one administrative structure via the creation of an agency. Operating at arms length from the federal government, the agency would manage all aspects of physical activity, sport development, and high performance sport within the federal jurisdiction, including programming and investment decisions. The agency would address the critical need for more stable and efficient leadership of the system:

- ‡ The governance structure would allow for greater flexibility, collaboration, and innovation.
- ‡ The agency would enhance public accountability by being subject to greater openness to public scrutiny for results, while maintaining reporting obligations to the federal government. Its operations would be guided by a formal business plan, which would include a commitment to achieve specific performance measures. Its policy framework would remain the *Canadian Sport Policy* and its legislative framework would be the *Physical Activity and Sport Act*.
- ‡ The agency would enter into multi-year funding arrangements with national level sport and physical activity organizations—a more effective and streamlined approach than the current patchwork of committees to which these organizations must apply.

The third option is a combination of a dedicated government department with an independent agency, whereby the federal government would be responsible for policy development, sector funding, intergovernmental policy coordination, and international relations, and the agency would be responsible for priority setting, programming, funding, and the achievement of performance targets.

The leading nations from the Athens Olympic Games have all adopted some variation of a centralized governance model. Australia is often cited as the prime example. Having made revolutionary changes to their sport system in the mid-1990s, the end result was remarkable results at the 2000 Sydney Games, which were sustained through the 2004 Athens Games:

- ‡ The Australian government created an agency to govern sport—the Australian Sport Commission (ASC). The ASC maintains sufficient links to the federal government to ensure public accountability, but is independent enough to be responsive to the needs of the sport system.
- ‡ The Commission oversees the entire sport system through two primary divisions—one focused on sport development, the other on excellence. The Commission is responsible for a full range of activities, from youth participation in physical activity and sport, to club development to national sport institutes.
- ‡ The Australian Sport Commission presents a national vision and goals for sport and physical activity, provides assistance to national sport federations, demands results, and retains a high level of commitment from the Australian federal government.

2. More Federal Resources for Sport and Physical Activity

“Of course, people cannot live forever. But they can live longer in good health. This will happen only if we invest seriously and resolutely in disease prevention. Not tomorrow, but today.”
 Andre Picard, “We can’t afford our chronic indifference to preventing chronic disease,” *The Globe and Mail*, 4 Nov. 2004, A25.

Adequate, stable, and long-term funding is needed if the federal government and society are to realize the full benefits from their investments in terms of improved results in high performance competitions, better health, and greater citizen participation. Furthermore, significant increases in funding need to be made in the near future, if the potential of Canada’s hosting of the 2010 Winter Olympic and Paralympic Games is to be fulfilled, both in terms of medals for Canadian athletes and an active Canada legacy.

Federal funding for sport and physical activity should be increased to the equivalent of one percent (1%) of the annual federal health care budget—in the order of \$280 million per year, with at least \$180 million/year devoted to sport and \$100 million/year to physical activity. Furthermore the funding base for sport and physical activity should be broadened to include diverse sources of revenue from the private sector and the Canadian public.

2(A) Sport Funding Raised to \$180 Million/Year

Competing—and winning—in international sport demands a highly sophisticated level of organization, in which long-term planning, and thus stable, long-term funding, is combined with the flexibility necessary to take advantage of innovations in training practices or equipment. Likewise athlete development and fostering greater public participation in sport and physical activity require a long-term view supported by long-term, stable resources. The Sport Matters Group recommends that the annual federal contribution to sport be increased to a minimum of \$180 million and that the funding be allocated according to the broad categories set out in the table below.

Initiative/Program	Recommended Funding Allocations
National Sport Organizations	\$60 M
? Sport Funding and Accountability Program	
? Sport development programs	
? Coaching salaries	
? International competitions program	
? Paralympic sport (\$10 M)	
? High performance review panel	
Athlete Assistance Program	\$32 M
? Higher stipends for athletes	
? More athletes funded	
Participation in Sport	\$30 M
? Sport Participation Development Program	
? FPT bilateral agreements and initiatives	
- FPT goal of 10% increase in physical activity	
- School sport and physical education initiatives	
? Youth Infrastructure Program (new)	
? KidSport Program	
? Opportunities for targeted groups	
Major Games Hosting	\$15 M
? Canada Games	
? International events	
Athlete Services	\$8 M
? Sport science and sport medicine	
? Canadian Sport Centres	
? Health services	
? Travel subsidies	
Promotion of Sport	\$8 M

Initiative/Program	Recommended Funding Allocations
? <i>Physical Activity and Sport Act</i> ? True Sport Movement ? Canadian Sport Awards ? Esteem Team ? ParticipACTION	
Information Technology	\$5 M
? Information and communications strategy ? IT/IM capacity in sport ? On-line community	
Coaching Infrastructure	\$12 M
? CBET Program ? National Coaching Institute ? Community-based coaching ? Coaching assistance program	
Canadian Strategy for Ethics in Sport	\$3 M
? FPT action plan ? Strategy for girls and women ? Visible minorities ? Resource centre ? Ombudsperson office for sport	
Research	\$3 M
? Sport Canada research strategy ? Sport participation levels ? Physical activity levels ? Economic impact analyses	
Volunteerism in Sport	\$2 M
? Citizen participation and social capital ? Council of Provincial and Territorial Sport Federations (CCPTSF) program ? Volunteerism in sport initiative ? Officiating	
Public-Private Partnerships	\$2 M
? Canadian sport foundation ? Sport marketing program	
TOTAL	\$180 M

Athlete Assistance

“[Athletes] are the engine of the sport economy. They create demand for coaches and trainers, they are consumers of manufactured sporting goods, and they use the sporting facilities. High-performance athletes attract people to the stadium for amateur or professional sport events and their performances are broadcast on TV. They are the best promoters of sport in Canada.”
Standing Committee on Heritage.

Athletes are the cornerstone of high performance sport. Federal funding support for athletes needs to increase, and funding needs to be provided to a greater number of athletes. While the recent increase in the AAP was welcomed by athletes, Athletes CAN recommends that funding for senior athletes be increased to at least \$20,000 per year.

In addition there is a real need to review the current approach to funding athletes and to identify ways to improve the overall administration of funding, including improving coordination, establishing incentive structures, and monitoring outcomes. Australia, for example, does not provide direct income support to athletes with no monitoring of how the money is spent. Rather, high performance athletes are given scholarships to train at the national Australian Institute of Sport or in decentralized sport-specific programs. Government funding is invested in training facilities, accommodation, food, coaching, and medical support for the athletes.

Athlete Services

“In sports, only hundredths of a second separate first from 30th – there is no room for error and our athletes need to be fully prepared to compete.... Right now we are making do with what we have, but this Centre will propel dozens of more Canadian athletes to international and Olympic podiums in the future.”
Beckie Scott, gold medalist at the 2002 Olympic Winter Games, as quoted in “Coda Announces Canadian Olympic Committee’s Endorsement Of Country’s First Centre Of Excellence,” News Release, 4 October 2004.

More funding is also needed for athlete services, including sport medicine, physiotherapy, nutrition counseling, sport psychology, massage therapy, etc. Currently athletes are often rationed services, due to the limited resources available at national training centres.

Additional multi-sport training centres must be established in regions across the country, providing a range of services within one facility for athletes from different sports.

Athlete Development

To create a sport system that produces consistent results in high performance competitions requires adequate investment in a long-term development process, from talent identification to junior development to preparation of senior athletes. Under this model, assistance is provided to athletes, coaches, and sport federations/national sport organizations to devise plans that reflect best practices research, including providing developing athletes with adequate exposure to international competitions.

To date, Canada has adopted a “big splash approach” to sport investment, whereby major games have attracted the most funding, and investments in sport development and broad participation have been neglected. The federal, provincial, and territorial governments recently acknowledged this problem,

committing in April 2004 to develop a Long-Term Athlete Development Model (LTADM) for Canada.

Coaching

*"The day Sport Canada and the Canadian Track and Field Association started pulling funding out of coaching, we lost good, qualified, rising coaches ... people who'd trained Olympic-calibre athletes but had to do something else to pay the mortgage. They have to live in the real world.... Track and field lost them, to its detriment." Andy Higgins, Director, National Coaching Institute Ontario, as quoted in James Christie, "Reversing a trend, Ottawa sinks money into elite coaching," *The Globe and Mail*, 13 October 2004.*

Coaches at all levels play critical role in our society—in promoting the physical and moral development of young people, in serving as community volunteers, and in supporting athlete development. Excellence in high performance sport is primarily the result of a talented athlete working closely with a highly committed, competent, and properly compensated professional coach.

- ‡ Increase funding for coaching salaries to permit more coaches to be paid for their work and to improve the compensation packages of coaches. Without adequate compensation, Canada will be unable to attract and retain a sufficient number of world-class coaches.
- ‡ Conduct research on the labour market for coaches to examine the opportunities and barriers to a viable coaching infrastructure in Canada.
- ‡ Conduct a feasibility study for the creation of a Human Resources Council for coaches and sport professionals. Such a council would develop a business plan for the hiring and training of Canadian coaches and for multi-party investments in Canadian coaches.
- ‡ Develop and implement policy that correlates sport participant ratios to professional coach positions in order to increase access to safe, fun, and quality experiences in sport for all.
- ‡ Fully fund the Competency-Based Education and Training (CBET) Program for coaches and expedite its implementation.

Sport Science

Canada needs to invest resources in sport science, nutritional science, and sport medicine to ensure that we keep up with innovations in equipment, techniques, and the prevention and treatment of injuries. These areas are key priorities for other developed nations against whom we compete on the international stage.

National Sport Organizations/Multi-Sport Organizations

In high performance sport, NSOs are the third part of the triumvirate, together with athletes and coaches. Both national sport organizations and multi-sport organizations need greater resources, but equally important, the funding needs to be stable and multi-year to permit long-term planning and development.

Canada needs to host more individual and multi-sport games at all levels— participation, Canada Games, international. These events provide invaluable experience to developing athletes. In addition the system for hosting of international events needs to be modified, since for some lower profile sports, the NSOs carry up to 100% of the risk to bid, develop, and stage an international event within their sport.

National Communications Strategy

A comprehensive, national communications strategy, including a national social marketing campaign, is needed as part of the overall plan to improve the state of physical activity and sport in Canada. The goals of the strategy would be multifold:

- ‡ To inspire young Canadians to try a variety of sports and to participate in physical activity.
- ‡ To create a national public recognition program for Canadian sport heroes.
- ‡ To promote the benefits of a values-driven sport system and to support the growth of a True Sport Movement.
- ‡ To address the lack of awareness of and support for Canadian athletes and sport teams by the media and the general public in between Olympic/Paralympic Games.
- ‡ To encourage, and more importantly facilitate greater coverage of amateur sport by Canadian broadcasters.

“Many believe overall media coverage falls way short. It’s a topic that gets van Koeverden worked up. Cover more amateur sports in non-Olympic years, he says, and jazz up that coverage. ‘If my picture is never in the paper, (corporations) are not going to stamp their name on my forehead,’ he said.” Mark Keast, “Athletes eye medals and money,” SLAM Sports, 11 September 2004.

2(B) Physical Activity Funding Increased to \$100 Million/Year

The evidence of the benefits of a more physically active population is irrefutable. Encouraging and enabling Canadians of all ages and skill levels to become more active, however, will require significant long-term funding. Increased federal funding for physical activity in the order of \$100 million per year is necessary to permit action on the priorities outlined in the *Pan-Canadian Physical Activity Strategy*, developed by the Coalition for Active Living. The Sport Matters Group endorses the *Pan-Canadian Physical Activity Strategy* and recommends that urgent attention be given to the objective of building a culture of active Canadians, in part by implementing a social marketing campaign to educate Canadians about the value of participation in physical activity and sport and to promote behaviour change.

“The Government of Canada has to take responsibility for this issue. We have known for some time now that there is a real need for Canadians to live a more active life. At the federal level, we want active living to become a social value, a social norm. We want to better promote active living so that it becomes an important part of the lives of Canadians, so that they be inspired to stay active at all ages, to adopt a healthier lifestyle.” Hon. Allan Rock, Minister of Health, National Summit on Sport, 28 April 2001.

2(C) Significant Funding for Facilities and Infrastructure

“Right now, I take the extra money they give me and go to a sport centre in the United States for a few days. That’s not money well spent. We need facilities — a sport centre where we live, eat, sleep, train and be athletes.”
Adam van Koevorden, Olympic athlete, as quoted in *The Globe and Mail*, 3 September 2004.

Canada needs a long-term plan to resolve the substantial nation-wide problem of aging facilities and insufficient facilities and infrastructure to support physical activity, community sport, and high performance sport. Inadequate investment in sport and recreation facilities has a direct impact on the number of people who participate and the number who can afford to participate in sport and physical activity. As a country, we can’t expect to attract the next generation of participants and athletes if today’s generation has insufficient, inadequate, and inaccessible places to play, to practice, and to train:

- ‡ Athletes frequently identify the lack of quality training facilities in Canada as the critical factor preventing them from achieving better results in international competitions. At the high performance level, additional multi-sport training centres that provide a range of services within one facility are greatly needed in regions across the country.
- ‡ Communities across the country have identified a wide range of facility and infrastructure needs—arenas, soccer fields, swimming pools, bicycle paths, etc., to meet the demand of Canadians wanting to participate in sport and to pursue more active lifestyles. Existing facilities are aging and not being refurbished or replaced. Without these additional and refurbished facilities and infrastructure, the federal-provincial/territorial goal of a 10% increase in participation in physical activity by 2010 cannot be realized.

The problem is an exceptionally challenging one; the solution demands:

- ‡ Federal government leadership.
- ‡ Cooperation amongst all three levels of government—federal, provincial, and municipal.
- ‡ The ability to balance the needs of recreational and high performance users.
- ‡ Substantial sums of money.
- ‡ Innovative funding mechanisms:
 - Public-private partnerships;
 - Allocation of a specified percentage of federal infrastructure funding to the construction or refurbishing of sport and recreation facilities and infrastructure;
 - Establishment of a federal-provincial/territorial program.

The work currently underway by a federal-provincial/territorial working group to produce an inventory of existing facilities is a valuable starting point in the development of a plan to address the problem. In addition, there is a critical need for expertise in facility development and maintenance, permitting expert

advice to be offered when opportunities arise for new projects, within the context of an overall strategic plan for sport and physical activity.

3. New Forms of Investment in Sport and Physical Activity

The federal government should explore options to encourage greater investment by corporations and the general public in sport and physical activity.

3(A) Creation of a Canadian Sport Foundation

The Sport Matters Group recommends the creation of a Canadian Sport Foundation, a non-profit, non-governmental corporation that would be responsible for developing a long-term, sustainable investment strategy. The strategy would encompass existing government and non-government sport marketing activities and encourage new forms and new sources of investment. The Foundation's board should have broad representation from the sport sector.

To maximize corporate investment in sport, a new relationship is needed between the corporate, government, and sport sectors. Support from the private sector is too often in the form of limited or one-time marketing programs that can create unproductive competition between sponsors and produce little or no benefit for the athletes. Effective implementation of the *Canadian Sport Policy* requires the development of mutually beneficial public-private partnerships, as has been done for environment, education, and health:

- ‡ One example of a program suitable for a public-private partnership is *KidSport*, a national children's charitable program, supported by the provincial/territorial sport federations, that helps disadvantaged kids overcome barriers limiting their participation in sport. Canadian Tire's Foundation for Families was approached to adopt *KidSport* as a national cause.
- ‡ The public-private partnership model could also be applied to athlete assistance programs. Dovetailing corporate and federal government funding could increase the amount of funding provided to an athlete, the number of athletes supported, or the duration of the support.
- ‡ Providing money directly to athletes is an attractive investment opportunity for businesses. Several of these programs are already in existence:
 - Jane Roos's *See You in Athens Fund* received \$500,000 from MasterCard. Athletes could apply to the fund for direct subsidies based on a means test.

- Investors Group and Athletes CAN provide \$100,000/year in athlete subsidies through the *Spirit of Sport Foundation*.
- Esteem Team, Canada's athlete role model program, provides over \$100,000/year to fund presentations by athletes in over 1,000 Canadian schools through the support of public and private sector partners.

The federal government should negotiate with the provincial/territorial governments for the creation of a time-specific national sport lottery tied to the 2010 Vancouver-Whistler Winter Olympic/Paralympic Games. A similar lottery program ran before the 1976 Montreal Games. According to a former organizer of the Montreal Olympics and current Chairman of the Canadian Centre for Ethics in Sport, Roger Jackson, this kind of lottery can be very beneficial for the long-term sustainability of sport (Friesen, August 2004).

3(B) Adoption of Tax Measures to Promote Sport and Physical Activity

The Sport Matters Group endorses the following tax measures recommended in 1998 by the House of Commons Sub-Committee on the Study of Sport, chaired by MP Dennis Mills:

- ‡ A non-refundable tax credit for parents supporting high performance athletes.
- ‡ A 150% tax deduction for the sponsorship of community sport by private corporations. (The allowable deduction is currently is 100%.)
- ‡ A non-refundable tax credit for those paying registration fees for community sport and recreation programs.
- ‡ A non-refundable tax credit for fees paid by volunteers to take courses on sport issues such as coaching, officiating, first aid, etc.

Other innovative ways to encourage investment in sport and physical activity should be examined:

- ‡ Changes to charitable status regulations that would facilitate the ability of community-based sport organizations to raise money.
- ‡ Creation of a sport and physical activity investment bond, as recommended by the Mills Committee.

Conclusions

In recent years, significant achievements have been made in sport and physical activity policy in Canada, including the approval of the *Canadian Sport Policy* by the federal government and all 13 provincial/ territorial governments, the passage of the *Physical Activity and Sport Act (2002)*, which sets out the federal government's mandate and policies regarding the promotion of physical activity and sport, and the adoption of a specific target by provincial/territorial ministers to increase physical activity among Canadians by 10% by 2010.

These are major achievements that have established a sound policy framework for sport and physical activity. However, major changes are now needed to the way in which the sport and physical activity at the federal level in Canada are conceived, funded, managed, and delivered if we are to fully implement the *Canadian Sport Policy* and the Coalition for Active Living's *Pan-Canadian Physical Activity Strategy*.

The Sport Matters Group has responded to the Prime Minister's call for a new plan for sport in Canada by developing such a plan, based on solid research and the experience of successful countries. Our plan calls for four fundamental changes in the governance and financing of sport and physical activity at the federal level in Canada:

1. A new decision-making structure to provide coordinated leadership of the national sport and physical activity system, timely decision-making, and integrated programming, in the form of a dedicated government department for sport and physical activity with a full cabinet minister; an independent agency; or some combination of the two.
2. Stable and adequate long-term federal funding for sport development, high performance sport, and physical activity, with annual funding totaling the equivalent of 1% of the federal health budget or approximately \$180 million/year to sport and \$100 million/year to physical activity.
3. Substantial long-term investment in the facilities and infrastructure that support participation in sport and physical activity.
4. The promotion of new forms of investment by the private sector and the public in sport and physical activity, including the establishment of a non-profit, non-governmental foundation to leverage greater private sector investment and the adoption of tax measures as recommended by the Mills Sub-Committee on the Study of Sport.

Implementation of this plan will result in the fulfillment of goals of fundamental importance to the federal government, to leaders in the sport and physical activity sectors, and to the Canadian public:

- ‡ More medals earned by Canadian athletes at major international games, including the 2010 Winter Olympic/Paralympic Games in Vancouver-Whistler.
- ‡ Higher levels of participation in sport and physical activity by Canadians of all ages at all levels, from community-level recreational activities to competitive high-performance sport—as participants, athletes, leaders, and volunteers.
- ‡ A stronger economy, through increased tourism at major sport events, participation in sport and physical activity, family spending on sporting goods and services, and use of recreational facilities.
- ‡ More engaged citizens and healthier communities.
- ‡ A healthier population, with reduced health care costs.

References

- Bales John and Dale Henwood, "Medals Earned, Lessons Learned: Canada at the Athens Olympics," *Coaches Report* 2004: 11(2): 4-13.
- Bouchard Claude, International Association for the Study of Obesity, et al, "Joint Statement to the 113th Meeting of the WHO Executive Board," Geneva, January 2004.
- Bowen Paddy, *Investing in Canada: Fostering an Agenda For Citizen and Community Participation*, March 2004. URL: <http://www.sportmatters.ca/Groups/Issue94/Investing%20in%20Canada.pdf>.
- Calgary Olympic Development Agency, News Release, "CODA Announces Canadian Olympic Committee's Endorsement Of Country's First Centre Of Excellence," 4 October 2004.
- Canadian Centre of Sport Excellence, Newsletter Updates, "Canadians Show Strong Support For National Olympic Training Centre," 28 November 2002. (Ipsos Reid poll of 1009 adult Canadians surveyed from 8-12 October 2002.) URL: <http://www.ccose.com/news/updates11-28-02.html>.
- Canadian Fitness and Lifestyle Research Institute, *Canadian Community Health Survey* (CCHS), 2000-01. URL: <http://www.cflri.ca/cflri/pa/surveys/2002survey/2002survey.html>.
- Canadian Heritage, News Release, "Government of Canada invests in coaches and high-performance sport," 12 October 2004. URL: http://www.canadianheritage.gc.ca/newsroom/news_e.cfm?Action=Display&code=4N0180E.
- Canadian Heritage, News Release, "Government of Canada Announces \$10.1 Million Direct Investment in Athletes," 10 September 2004. URL: http://www.canadianheritage.gc.ca/newsroom/news_e.cfm?Action=Display&code=4N0145E.
- Christie James, "Reversing a trend, Ottawa sinks money into elite coaching," *The Globe and Mail*, 13 October 2004.
- Coalition for Active Living, *The Pan-Canadian Physical Activity Strategy*, April 2004. URL: <http://www.activeliving.ca>.
- Commission on the Future of Health Care in Canada, *Building on Values: The Future of Health Care in Canada – Final Report*, November 2002.

CTV.ca, "Top Canadian athletes will get more money: Owen," 30 August 2004.

Dunfield Allison, "Surplus \$8.9-billion, Goodale says," *Globe and Mail Update*, 16 November 2004. URL: <http://www.theglobeandmail.com/servlet/story/RTGAM.20041116.w5fi-scalu1116/BNStory/National/>.

Friesen Joe, "PM asks for proposals to boost funding for athletes," *The Globe and Mail*, 1 September 2004.

Friesen Joe, "Despatie dives into funding debate: More support for elite athletes needed if Canada to shine, silver medalist says," *The Globe and Mail*, 31 August 2004.

Health Canada, "Speaking Notes for Allan Rock, Minister of Health," National Summit on Sport, Ottawa, 28 April 2001. URL: <http://www.hc-sc.gc.ca/english/media/speeches/28april2001mine.htm>.

Howard John, Prime Minister, and Jackie Kelly, Minister for Sport and Tourism, *Backing Australia's Sporting Ability: A More Active Australia*, April 2001. URL: <http://www.ausport.gov.au/fulltext/2001/feddep/active.pdf>.

Keast Mark, "Athletes eye medals and money: Mark Keast examines why corporate Canada doesn't invest more in amateur sport," SLAM Sports, 11 September 2004. URL: <http://slam.canoe.ca/Slam/Olympics/News/2004/09/11/625348.html>.

Lachance Victor and Dina Bell-Laroche, *Sport Policy Platform for a Martin Government*, October 2003.

Laghi Brian and James Christie, "No new money for Canadian athletes: Owen," *The Globe and Mail*, 30 August 2004.

McClintock Maria, "Feds feared Olympic flop: Docs," SLAM Sports, 14 November 2004. URL: <http://slam.canoe.ca/Slam/Olympics/News/2004/11/14/714570.html>.

McClintock Maria, "10-year plan for gold. New Funding Strategy Will Take Decade to Reap Medals: COC," *Toronto Sun*, 20 August 2004.

NA, "Don't delay in fixing athletes' problems," *The Globe and Mail*, 3 September 2004. URL: http://www.triathloncanada.com/switch.php?action=displayNewsItem§ion_name=olympic2004&id=282&lang=en.

Picard Andre, "We can't afford our chronic indifference to preventing chronic disease," *The Globe and Mail*, 4 November 2004.

Riley Mary, "Leslie Ellins has shot her way to the top," *Lindsay This Week*, 15 October 2004. URL:

<http://www.mykawartha.com/ka/news/sports/story/2275465p-2637390c.html>.

Runner's and Triathlete's Web News, "Athletics: Why is Canada ashamed of its best athletes?" 19 July 2004. URL:

http://www.runnersweb.com/running/rw_news_frameset.html?http://www.runnersweb.com/running/news/rw_news_20040719_Stevenson.html.

Standing Committee on Canadian Heritage, Sub-Committee on the Study of Sport in Canada, House of Commons, *Sport in Canada: Leadership, Partnership and Accountability*, December 1998. URL:

<http://www.parl.gc.ca/InfoComDoc/36/1/CHER/Studies/Reports/sinsrp05-e.htm>.

Statistics Canada, Small Business and Special Surveys Division, *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, September 2004. URL:

<http://www.statcan.ca:8096/bsolc/english/bsolc?catno=61-533-XIE#formatdisp>.

The Conference Board of Canada, *Performance and Potential 2004–05: How Can Canada Prosper in Tomorrow's World?* 2004. URL:

<http://www.conferenceboard.ca/press/2004/pandp2004.asp>.

Women's Sports Foundation, *Health Risks and the Teen Athlete*, March 2001.

URL: <http://www.womenssportsfoundation.org/cgi-bin/iowa/issues/body/article.html?record=771>. Findings based on analysis of 1997 Youth Risk Behavior Survey, national survey of 16,262 high school students in grades 9-12.