

Sport and Recreation Integration

Final Report: Phase 1



September 2008

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ACKNOWLEDGEMENTS

Phase 1 of this project was developed by Lees +Associates in cooperation with Jeff Malmgren. The consultants worked closely with the BCRPA Parks and Recreation Manager and with Sport and Recreation Task Group members who provided valuable input and ideas.

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EXECUTIVE SUMMARY

The BC Recreation and Parks Association has committed to help bridge the gap between community sport groups and municipal recreation departments through development of a “Sport and Recreation Integration” toolkit and resources. Work on this initiative began in 2007 with the establishment of a preliminary Task Group.

In June 2008 the Task Group met in person at the BCRPA boardroom where members engaged in facilitated discussion. Based on the vision, goals and preliminary strategies defined at this meeting, the following three “next steps” were recommended as a foundation for toolkit development:

I. Engagement and Strategy Development

There was a clear understanding that in fact the Task Group as a whole made up only a small sampling of the stakeholders in this integration process. Further engagement will be undertaken to hear from voices that have not been included to date and as a means of creating initial connections, fostering integration, and increasing broad awareness of this initiative. A targeted interview process and an “Integration Strategy Workshop” will be held in fall 2008 with representatives from the following groups:

- Grass roots sports groups
- Ground level recreation programmers
- Provincial Sport Organisations
- Existing Sport Councils
- Education sector

At the end of this phase a draft portfolio of resources will be completed that can be accessed individually or as part of a larger Sport Council initiative.

II. Pilot Project

To culminate the Engagement and Strategy Development work, an Integration Pilot Project is proposed for early 2009. This pilot will involve the roll out of the tools and supporting modules in a control community that has demonstrated readiness for further sport and recreation integration. Measurables will be reported out and feedback gathered that so that the resource modules can be fine tuned.

III. Delivery

The full Toolkit program, along with a report out on the process and the outcomes of the Pilot Project, will be presented at the BCRPA Symposium in May 2009.

CHAPTER 1: BACKGROUND

It is time to forge a closer alliance between sport and recreation. Creating a link between the sectors will create stronger sport and recreation systems, with the end result being increased participation in sport and recreation in BC.

The BC Recreation and Parks Association (BCRPA) has committed to collaborate with Sport BC, BCRPA members, Provincial Sport Organizations (PSOs), Legacies Now 2010, and the Coaches Association of BC to create stronger relationships between community sport groups and municipal recreation departments.

Work on this initiative began in 2007 with the establishment of a preliminary Task Group which met three times (March 13, April 3, and May 1, 2007) to identify which areas this project should focus on.

This report was subsequently commissioned by the BC Recreation and Parks Association as Phase 1 of the Sport and Recreation Integration Project. It is based on Terms of Reference provided to the consultant (see Appendix C) which highlighted the following objectives:

1. To understand the current barriers that exist between community sport groups and municipal recreation departments;
2. To create a toolkit of resources to foster connections between sport and recreation, and
3. To develop a plan to disseminate and implement the toolkit.

To meet these objectives, a three-phased process will be undertaken including Task Group Facilitation and Recommendations for Resource Development (Phase 1) Toolkit Development (Phase 2) and Dissemination of Information (Phase 3). This report addresses Phase 1.

Note that this project began under the title Sport and Recreation Connection Project. Following a recommendation arising from the Task Group meeting of June 24th 2008 the project was approved for a name change to “Sport and Recreation Integration Project.”

CHAPTER 2: OUTCOMES OF TASK GROUP WORKSHOP

Pre-workshop questionnaire

In advance of the Task Group workshop an on-line questionnaire was developed and circulated to all Task Group members to provide a preliminary scan of the priorities and concerns of the group and to serve as a pre-discussion tool at the June 24 workshop. A summary of the results are provided in Appendix A. The questionnaire results highlighted involvement from the grass roots level as a fundamental issue in the process. Respondents also indicated there is sometimes misunderstanding and mistrust between the sport and recreation sectors. The reasons for this were explored at the workshop. There was general agreement that there is a profound philosophical difference between the two factions, and that recreation and sport need to work together at the ground level to achieve increased community-wide participation.

Task Group workshop

On June 24, 2008 the Task Group had a successful meeting at the BCRPA boardroom (see Appendix B Task Group Workshop Agenda). The intent of the Task Group workshop was to:

- Engage with Task Group members in a facilitated discussion.
- Better understand the current opportunities and constraints for community sport groups and municipal recreation departments.
- Collaborate on developing strategies and identifying areas of potential partnership.
- Determine the necessary components that could form the basis of a toolkit.

The day began by developing working definitions for key concepts for the project as a way of “laying the foundation”. Discussion then moved to broad goals for the integration of sport and recreation, and overall challenges that are common to both sectors. Finally, the group did a brainstorm of specific strategies and identified components for a future toolkit. While PSO’s and Parks and Recreation departments were both represented on the Task Group an absence of representation from the grass roots level was noted. Members agreed that input from the grass roots level would be needed to move forward. The results of the Task Group workshop are summarized below under the following headings:

I. Laying the Foundation

II. Defining the Goals

III. Challenges and Opportunities

IV. Identifying Strategies

V. Prioritization of Strategies

I. Laying the Foundation - definitions

Through facilitated discussion the group came to consensus around definitions for three key phrases for this project. This exercise allowed the Task Group to start the session with a solid common understanding of the concepts involved and the target audience. Note that these definitions are meant for the purpose of this project only.

SPORT: Organized activity based outside of the Parks and Recreation activity of a given municipality, but utilizing or potentially utilizing municipal facility and/or resources.

RECREATION: Physical activity programming and resources through the Parks and Recreation department.

GRASS ROOTS LEVEL: Local sports organizations, unaffiliated teams, groups, individuals currently participating in sport at a municipal level on a regular basis, or with an exhibited potential to engage in sport and/or non-competitive recreation activities.

II. Defining the Goals – what are the outcomes of a stronger connection?

Task group members agreed on the following three overarching goals for the project:

- 1) Increased activity;
- 2) Increased opportunity to access activity, and
- 3) Integration of sport and recreation.

Following the discussion it became apparent that the existing project name does not accurately reflect the refined goals for the project. The group identified sport and recreation as two sectors that are not just linked, but are part of the same continuum (see Figure 1). Both sectors already share goals and would benefit not only from increased connection, but from increased *integration* – a paradigm shift is needed to ensure a seamless transition between sport and recreation. The Task Group identified “Sport and Recreation Integration” as a more appropriate working name for the project.

RECREATION

Active living

SPORT

Elite performance

Figure 1: Sport and Recreation continuum

III. Challenges and Opportunities for recreation and sport

The Task Group started by generating a list of common misperceptions, and then moved into specific challenges and opportunities for sport and recreation.

The group identified the following common misperceptions:

Sport is....	Recreation is...
<ul style="list-style-type: none"> - <i>too competitive</i> - <i>too exclusive</i> - <i>elitist</i> - <i>ruining/exploiting the non-excellent</i> - <i>taking all the resources</i> 	<ul style="list-style-type: none"> - <i>creating a blockage</i> - <i>unsupportive</i> - <i>anti-competition</i> - <i>the “power-holder”</i> - <i>not providing physical literacy</i> - <i>taking all the resources</i>

Table 1: Misperceptions of sport and recreation

The following challenges, common to both sport and recreation, were cited:

- 1) Lack of unity/trust within each sector
- 2) Priorities for allocation of facilities
- 3) Lack of cohesion amongst LSOs (Local Sports Organizations)
- 4) Lack of volunteers/systemic challenge to volunteerism (not enough succession)
- 5) Lack of adequate facilities, access to facilities, and maintenance of facilities
- 6) Facilities management issues
- 7) Lack of integration with School Districts
- 8) Entrenched system (pre-conceived notions)
- 9) Lack of leadership
- 10) “Landlord-tenant” relationship
- 11) Lack of openness towards/ trust of sport
- 12) Financial considerations
- 13) Lack of mutual respect
- 14) Competition for resources and participants between sport and recreation and within these sectors
- 15) Lack of communication
- 16) Lack of a common vision
- 17) Lack of mutual understanding

- 18) Resistance to change
- 19) Need to champion a new vision
- 20) Uncertainty of funding after 2010

The Task Group reviewed the list of challenges and agreed that each one could be translated into an opportunity for change.

Other issues identified:

- * The absence of schools within the process.
- * The need for integration at levels beyond the grass roots.
- * The need for leadership/direction from within government at a provincial and national level.
- * The narrow scope of input to this phase of the project – the lack of representation from a purely ‘recreation’ voice, from team based sports and from the grass roots level from either sector.
- * The need for significant change in thinking – ‘paradigm shift’ across the board.

IV. Identifying strategies for addressing the goals

As a next step, the group brainstormed a list of strategies that responded to the challenges, and then identified which challenges each strategy could potentially address.

Strategy	Challenges it may address
Sport Council development	ALL
Unified registration	1,2,4,5,8,9,10,11,12,14,15,17,18,19,20
Creation of grassroots networking opportunities	2,3,8,9,10,11,13,15,16,17,18,19,20
Integrated instructor/coach training	1,4,5,7,8,10,11,12,14
Collaborative	1,2,5,6,8,10,11,12,13,14,15,17,20

approach to facilities (planning, access, operations)	
Collaborative promotion of local sport	1,2,3,5,7,8,9,10,11,13,14,15,16,17,18,19,
Collaborative development of physical literacy	1,2,3,7,8,9,10,11,13,14,15,16,17,18,19,20
Integrated risk management	1,3,4,8,9,11,13,15,16,17,
Co-operative model for program development	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20
Definition of partnership principles	1,2,3,4,5,6,8,10,11,12,13,14,15,17,18
Rationalization and allocation of resources	1,2,3,4,5,6,7,8,10,11,12,14,15,17,
Universal embracement of the Canadian Sport for Life's Long Term Athlete Development (LTAD) model	1,2,3,4,5,7,8,9,10,11,13,14,15,16,17,18,19,20

Table 2: Strategies for the integration of sport and recreation

Note: It was recognized that some or even all of these strategies might be encompassed within a 'Sport Council' framework, but also determined that they may not, and that they could be effective as stand alone components toward the goal of integration.

V. Prioritization of Strategies

Strategy Prioritization		
1.	Sport Council development	<i>The Sport Council can act as a voice for LSOs and other grass roots groups in the community, and can provide opportunity for cooperation and communication</i>
2.	Co-operative model for program development	<i>By developing programs with knowledge and cooperation, sport and recreation sectors can develop a more cohesive integrated offering for the community</i>
3.	Embrace the LTAD model	<i>The LTAD model can form the basis for true integration at a philosophical level, one that will guide practical strategies and opportunities</i>
4. ^L	Collaborative development of physical literacy	<i>By understanding the goal of physical literacy and working together to encourage and support it within the community, sectors can develop a cohesive integrated approach</i>
5.	Collaborative promotion of local sport	<i>Speaking in one voice and mutually supporting programs offered by both recreation and LSOs creates a perception and understanding of integration at a user level</i>
6. ^S	Unified registration	<i>A single registration system for recreation and LSO programs provides an increased opportunity for integrated access and information gathering, and resource support for volunteer based LSOs</i>
7. ^S	Definition of partnership principles	<i>By clearly defining and understanding roles and responsibilities, the two sectors can move forward to a more integrated approach to programming and development</i>
8.	Creation of grassroots networking opportunities	<i>Communication between the LSOs themselves as well as between the two sectors as a means of developing understanding, cohesion and trust</i>
9. ^S	Collaborative approach to facilities (planning, access, operations)	<i>By providing community groups with information, input and 'ownership' of the management, protection and development of facilities, a unified level</i>

		<i>of responsibility is achieved</i>
10. ^S	Rationalization and allocation of resources	<i>Reducing the duplication of all resources – volunteers, systems, equipment, facilities – is of benefit to the LSOs and can act as a gateway to collaboration</i>
11. ^S	Integrated risk management	<i>Recreation can act to sponsor and/or facilitate risk management programs on behalf of community groups</i>
12. ^{S,L}	Integrated instructor/coach training	<i>Exercising recreation’s potential to act as a resource for facilities, management or development of training programs for LSO coaches and instructors</i>

Table 3: Prioritization of strategies

Note: This analysis is based solely on the number of ‘opportunities’ that might be addressed by each strategy: it doesn’t consider the comparative strength or value of the opportunities.

^L– Strategies which may be included in embracing the LTAD model

^S– Strategies which may be included within the larger framework of a Sport Council

CHAPTER 3: RECOMMENDATIONS FOR TOOLKIT DEVELOPMENT

Based on the vision, goals and preliminary strategies defined through the June 24th Task Group meeting, the following recommended next steps will better define the priorities, and put in place the foundation for an effective integration model and resources. These recommended next steps are:

- I.) Grass Roots Engagement
- II.) Strategy Development
- III.) Delivery Model

These next steps are outlined in further detail below and in the Project Timeline in Figure 2.

I. Grass Roots Engagement

There was a clear understanding that the Task Group members attending the June 24th meeting, and in fact the Task Group as a whole, made up only a small sampling of the stakeholders to this integration process, and that there were some voices that had not been included to date. Engagement acts as a means of input into the resource module development as well as an important step in creating connections, fostering integration, and increasing awareness of this initiative.

These groups include:

- **Grass roots sports groups** – although PSOs may speak to larger issues, input from the people operating at the grass roots level is vital to determining real needs and priorities. As well, inclusion in this process promotes awareness and lays the groundwork for quicker buy-in once strategies come into play.
- **Ground level recreation programmers** – as above, those who face day to day issues will have input and understanding of a different level and value than has been explored to date.
- **PSO organizations** – a broader sampling of PSOs with a grass roots user base, particularly those involved with team, field and youth sports (or any or all of the three) is necessary to develop a better picture of overall sport needs and priorities, and an understanding of how strategies might be applied in specific cases.
- **Existing Sport Councils** – people involved with the several nascent Sport Councils being developed across BC should be actively engaged in strategy development.
- **Education sector** – while not specifically defined within the scope of the project, there was a clear understanding that school districts and educators are a critical factor in overcoming existing concepts that may limit the success of the integration process.

Engagement Tactics:

Utilizing the already defined strategies as a centre point of discussion, engagement of these groups should be undertaken through the following avenues:

a) Targeted Interview Process

Drawing on referrals from Task Group members, and in liaison with grass roots contacts, develop a list of key contacts within each of the five groups above, and conduct targeted interviews with these individuals.

b) Sport and Recreation Integration Strategy Workshop

A gathering with an invited audience, potentially drawn from the above groups, that gives broader voice to the Vision, Goals and Strategies and informs the direction and development of individual Strategies by offering specific opportunities for input. Utilization of Canadian Sport for Life as a catalyst within this workshop has been identified as a key potential driver. This workshop may also serve to support already identified opportunities.

II. Strategy Development

Without broader engagement completed, development of implementation resources for the individual strategies within is premature. However, undertaking a preliminary inventory and assessment of similar strategies already employed will be of value in both informing the engagement process (and particularly the Workshop) and building the integration resource.

The goal of these steps is to crystallize the identified strategies and gauge their level of importance and opportunity for success at a grass roots level. With that in place, Integration Strategies can be selected, and resources developed and implemented. The groundwork for this will be undertaken in concert with the engagement, and with the knowledge that some strategies, such as Sport Councils, have already been clearly identified as critical elements in achieving the goals of the project and can move forward.

As a completed package of strategies, these resources may be implemented individually or as modules that form part of a larger Sport Council implementation. As the Sport Council model itself is recognized as a flexible and effective driver of sport/recreation integration, its development as an implementation strategy is an immediate priority that can be commenced at the beginning of Phase 2. Funding strategies for Sport Councils and alternate models will also be researched within this phase.

At the end of the second phase, a complete portfolio of strategy resources that can be accessed individually or as modules that form a part of a larger Sport Council initiative will be completed for delivery in the field.

Integration Pilot Project

To culminate the Engagement and Strategy Development work, an Integration Toolkit Pilot is proposed for January 2009. This pilot will involve the roll out of the “tools” (i.e. the Sport Council and supporting modules) in a control community that has demonstrated readiness for further sport and recreation integration. Measurables will be reported out and feedback gathered that so that the resource modules can be fine tuned.

III. Delivery Model

The full Toolkit program, along with a report out on the process and the outcomes of the Pilot Project, will be presented at the BCRPA Symposium in May 2009.

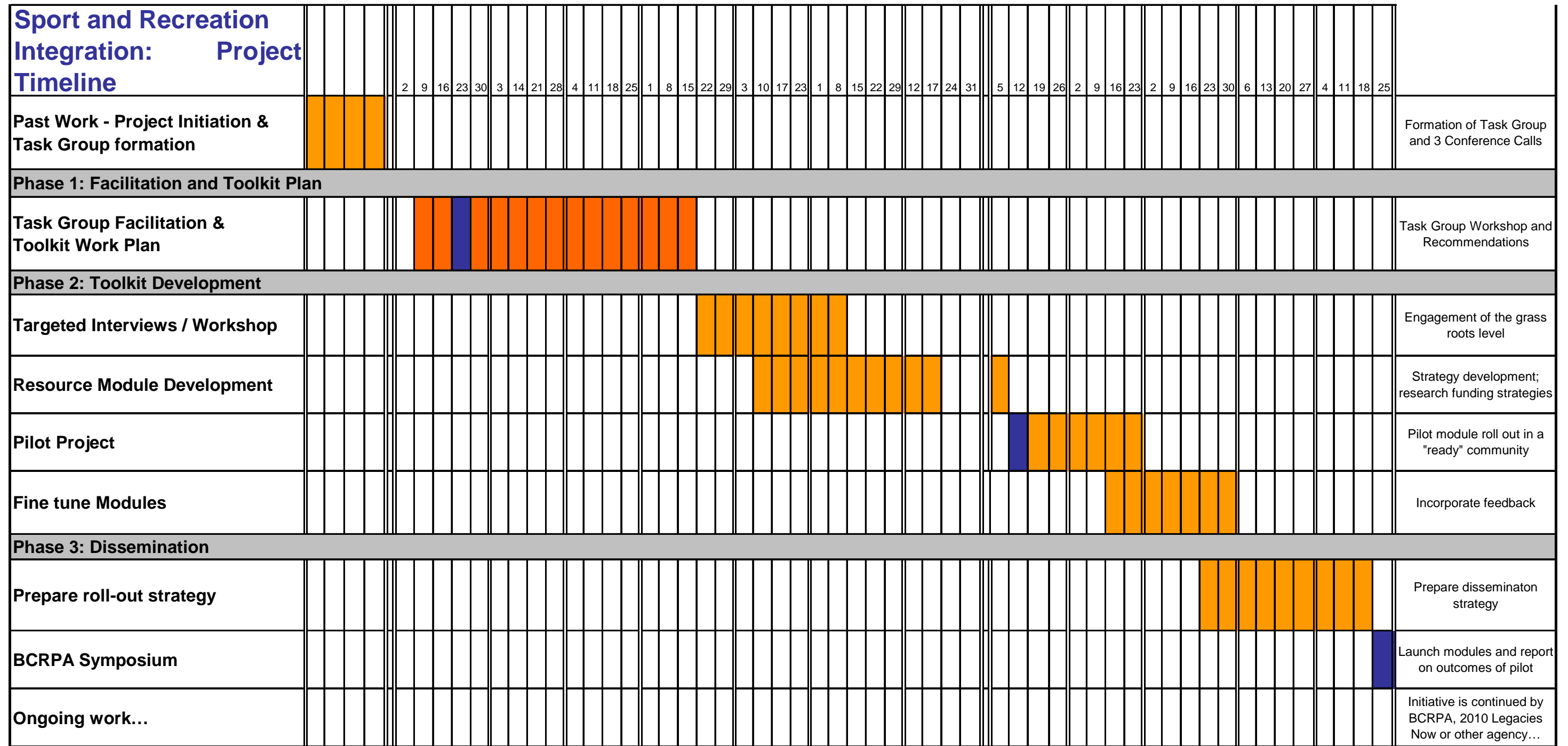


Figure 2: Sport and Recreation Integration Project Timeline

■ Current phase
■ Event/workshop

GLOSSARY

The following definitions are provided for the purposes of this project:

GRASS ROOTS LEVEL – Local sports organizations, unaffiliated teams, groups, individuals currently participating in sport at a municipal level on a regular basis, or with an exhibited potential to engage in sport and/or non-competitive recreation activities.

LTAD (Long Term Athlete Development Model) – LTAD is a training, competition, and recovery program based on developmental age rather than chronological age. The model is athlete centered, coach driven, and administration, sport science, and sponsor supported. Athletes who progress through LTAD experience training and competition in programs that consider their biological and training ages in creating plans specific to their development needs (from *Canadian Sport for Life, 2008*).

PHYSICAL LITERACY – competency in fundamental motor skills and fundamental sport skills (from *Canadian Sport for Life, 2008*).

PROVINCIAL SPORT ORGANISATION (PSO) – PSO's are autonomous, not-for-profit societies responsible for the regulation of all areas and levels of their sport's participation within the province and for the governance of the province-wide development of the sport. A PSO is the provincial voice on behalf of its members.


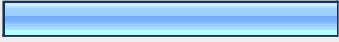
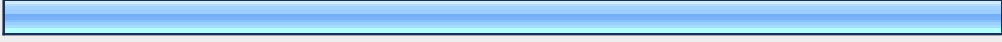
RECREATION – Physical activity programming and resources through the Parks and Recreation department.

SPORT – Organized activity based outside of the Parks and Recreation activity of a given municipality, but utilizing or potentially utilizing municipal facility and/or resources.

Sport and Recreation Connection Project

1. If the goal is to increase ongoing community-wide participation in an active lifestyle:							
	Completely disagree	Somewhat disagree	Agree	Somewhat agree	Completely agree	Rating Average	Response Count
Leadership will need to come from the rec side.	0.0% (0)	12.5% (1)	50.0% (4)	25.0% (2)	12.5% (1)	3.38	8
Clubs/sport groups will need to shift their philosophy.	0.0% (0)	11.1% (1)	33.3% (3)	44.4% (4)	11.1% (1)	3.56	9
Recreation and sport need to work together at ground level.	0.0% (0)	0.0% (0)	11.1% (1)	0.0% (0)	88.9% (8)	4.78	9
PSOs need to drive their membership to create better access and opportunity.	12.5% (1)	0.0% (0)	37.5% (3)	12.5% (1)	37.5% (3)	3.63	8
The schools will play a critical role.	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	88.9% (8)	4.89	9
	<i>answered question</i>						9
	<i>skipped question</i>						0

2. How important is the role of the Provincial Sport Organization (PSO) in developing and improving grassroots-level relationships?

		Response Percent	Response Count
Not important		0.0%	0
Somewhat important		11.1%	1
Important		22.2%	2
Very important		66.7%	6
<i>answered question</i>			9
<i>skipped question</i>			0

3. Rank the following strategies for creating stronger relationships among recreation departments and community sports groups: (Please rank from 1-6, 1 representing the most promising strategy)

	1	2	3	4	5	6	Rating Average	Response Count
Rec based instructor/coach training	25.0% (2)	0.0% (0)	50.0% (4)	0.0% (0)	25.0% (2)	0.0% (0)	3.00	8
Sport Council development	11.1% (1)	33.3% (3)	11.1% (1)	22.2% (2)	11.1% (1)	11.1% (1)	3.22	9
Rec based registration for community sport clubs	28.6% (2)	0.0% (0)	14.3% (1)	42.9% (3)	0.0% (0)	14.3% (1)	3.29	7
Personal trainer development guidelines	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	12.5% (1)	50.0% (4)	4.13	8
Collaborative facilities development & management processes	11.1% (1)	33.3% (3)	0.0% (0)	11.1% (1)	33.3% (3)	11.1% (1)	3.56	9
Guidelines for networking	0.0% (0)	22.2% (2)	33.3% (3)	22.2% (2)	22.2% (2)	0.0% (0)	3.44	9
<i>answered question</i>								9

4. The Long Term Athlete Development model (LTAD) is:

	Completely disagree	Somewhat disagree	Agree	Somewhat agree	Completely agree	Rating Average	Response Count
A critical foundation for both rec and sport programs.	0.0% (0)	11.1% (1)	11.1% (1)	33.3% (3)	44.4% (4)	4.11	9
Important in sport development, but not relevant to the rec side.	33.3% (3)	55.6% (5)	11.1% (1)	0.0% (0)	0.0% (0)	1.78	9
Primarily a tool for supporting elite level sport.	44.4% (4)	33.3% (3)	11.1% (1)	11.1% (1)	0.0% (0)	1.89	9
An important part of school based activity development.	0.0% (0)	11.1% (1)	33.3% (3)	44.4% (4)	11.1% (1)	3.56	9
	answered question						9
	skipped question						0

5. What are the greatest challenges facing community sport groups? Please rank from 1-5, 1 representing the greatest challenge.

	1	2	3	4	5	Response Count
Recruitment and retention of volunteers	44.4% (4)	11.1% (1)	33.3% (3)	0.0% (0)	11.1% (1)	9
Funding issues	11.1% (1)	44.4% (4)	0.0% (0)	22.2% (2)	22.2% (2)	9
Facilities access	22.2% (2)	22.2% (2)	33.3% (3)	11.1% (1)	11.1% (1)	9
Enrolment/participation	11.1% (1)	22.2% (2)	22.2% (2)	33.3% (3)	11.1% (1)	9
Registration/administration	11.1% (1)	0.0% (0)	11.1% (1)	33.3% (3)	44.4% (4)	9
	<i>answered question</i>					9
	<i>skipped question</i>					0

6. What are the roadblocks to a strong connection from a rec perspective? Please rank from 1-6, 1 representing the biggest roadblock.

Rank from 1-6

	1	2	3	4	5	6	Response Count
Difficulty in communicating with clubs/sport groups	28.6% (2)	14.3% (1)	14.3% (1)	42.9% (3)	0.0% (0)	0.0% (0)	7
Lack of cohesion amongst clubs/sport groups	14.3% (1)	57.1% (4)	14.3% (1)	14.3% (1)	0.0% (0)	0.0% (0)	7
Distrust of philosophy of clubs/groups toward participation of participants	28.6% (2)	0.0% (0)	14.3% (1)	0.0% (0)	28.6% (2)	28.6% (2)	7
Lack of awareness of clubs/groups	14.3% (1)	28.6% (2)	42.9% (3)	0.0% (0)	14.3% (1)	0.0% (0)	7
Lack of fulfillment from clubs/groups	0.0% (0)	14.3% (1)	0.0% (0)	42.9% (3)	28.6% (2)	14.3% (1)	7
Clubs/groups in competition with rec program	14.3% (1)	14.3% (1)	0.0% (0)	14.3% (1)	0.0% (0)	57.1% (4)	7
						Other (please specify)	2
						answered question	7
						skipped question	2

7. How can recreation better support sport at a grassroots level?

	Completely disagree	Somewhat disagree	Agree	Somewhat agree	Completely agree	Rating Average	Response Count
By feeding participants from its own programs into the sport system	0.0% (0)	25.0% (1)	0.0% (0)	25.0% (1)	50.0% (2)	4.00	4
By providing better access to facilities	0.0% (0)	0.0% (0)	0.0% (0)	75.0% (3)	25.0% (1)	4.25	4
By partnering with sport groups to determine facilities access and development	0.0% (0)	0.0% (0)	16.7% (1)	16.7% (1)	66.7% (4)	4.50	6
By providing physical resources for use by clubs/groups	0.0% (0)	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	2.67	3
By providing registration support for groups/clubs	50.0% (1)	0.0% (0)	0.0% (0)	50.0% (1)	0.0% (0)	2.50	2
By providing/hosting coaching certification programs	0.0% (0)	0.0% (0)	50.0% (1)	0.0% (0)	50.0% (1)	4.00	2
By providing risk management support for club/sport volunteers	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
					Other (please specify)		2
	answered question						8
	skipped question						1

8. What areas may be considered for potential partnership between sport and recreation at a municipal level? (Please rank from 1-10, 1 having the most potential)

Rank from 1-10	1	2	3	4	5	6	7	8	9	10	Response Count
Facilities development planning	37.5% (3)	37.5% (3)	12.5% (1)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	8
Facilities allotment policy and implementation	33.3% (3)	22.2% (2)	0.0% (0)	11.1% (1)	22.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	0.0% (0)	9
Facilities maintenance - timing and prioritization	12.5% (1)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	12.5% (1)	0.0% (0)	37.5% (3)	0.0% (0)	8
Facilities protection and security	0.0% (0)	12.5% (1)	12.5% (1)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	12.5% (1)	0.0% (0)	25.0% (2)	8
Volunteer recruitment and oversight	22.2% (2)	11.1% (1)	11.1% (1)	0.0% (0)	22.2% (2)	11.1% (1)	0.0% (0)	22.2% (2)	0.0% (0)	0.0% (0)	9
Program registration	0.0% (0)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	12.5% (1)	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	8
Program development	0.0% (0)	0.0% (0)	37.5% (3)	25.0% (2)	0.0% (0)	12.5% (1)	0.0% (0)	12.5% (1)	0.0% (0)	12.5% (1)	8
Program implementation	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	37.5% (3)	0.0% (0)	8
Program branding	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	12.5% (1)	37.5% (3)	8
Other	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (1)	2