
Sport Council Planning Assessment Tool:

A 7-Step Blue Print for Success

The following guidelines are a process that Community Sport Councils Ontario (CSCO) follows in order to assist new sport councils to get started. There are 3 sets of 10 questions that need to be evaluated at each of the first 7 steps in the development of a sport council. A score of 80% is required to move on to the next step of development towards the creation of a sport council. Step 7 will require a series of workshops and conference calls in order to effectively complete the process.

If a sport council has been in existence for a period of time, CSCO staff can meet with them to complete a needs assessment and help them determine the best starting point for their organization. For communities and sport councils interested in incorporating sport tourism-related strategies and planning, please contact us directly at info@communitysportcouncils.com

STEP 1 - READINESS FOR CHANGE

1. Is there sufficient interest in developing a Sport Council in your community?
2. Is the Sport Council committed to make changes to the organization?
3. Does your Sport Council have the support of key partners in the community?
4. Is your Sport Council prepared to collect new industry primary and secondary research?
5. Has your Sport Council collected any local and regional primary or secondary research?
6. Is it possible to establish an initial Board of Directors?
7. If your Sport Council has a committee or Board, are you prepared to change the Board or Committee structure and identify new/additional Board members?
8. Does your Sport Council have a champion to provide the necessary leadership?
9. Are the local sport organizations willing to work together within a common Sport Council?
10. Does your Sport Council have any planning or governance documents in place?

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YES - Move forward with a workshop.....

No - Go back and collect more local/regional information

STEP 2 – SPORT COUNCIL WORKSHOP

A six hour workshop will be hosted and facilitated by CSCO to do a broad overview of sport councils, their functions, organizational structure, and trends and opportunities that exist within the sport system.

STEP 3 - ENVIRONMENTAL SCANNING... Data that must be collected:

1. Historical Sport Council research and planning documents you can review
2. Local census data from the town/city/region
3. Population projections and sport capacity on the community and region
4. Local and regional sport trends – i.e. History of hosting events
5. Complete a detailed list of all the sports that are currently in the community/region
6. Bring the clubs into 3 groups: well planned and managed-“getting by”-poorly planned and managed
7. Review and assess the “Sport for Life” program model against the sports strategy in your community – Click [here](#) for the assessment tool
8. Obtain a list of all the sport facilities in the community/region
9. Estimate sport’s economic opportunity/capacity in the region
10. Collect information on the sport tourism information in the community/region

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YES – You have enough information to move forward?

No – Go back and collect more information

STEP 4-CONFERENCE CALL

Two hour conference call hosted by CSCO to review information that was collected, new thoughts and ideas and the development of a basic framework for the sport council.

STEP 5 – DEVELOPING A STRATEGIC FRAMEWORK... Documents that are required

1. Draft Board structure, operational outline and meeting dates
2. SWOT Analysis (Strengths, Weaknesses, Opportunities & Treats)
3. Vision statement supported by all stakeholders?
4. Mission statement supported by all stakeholders?

5. Set of operational values for the organization that is supported by the Board?
6. Set of draft written goals and measurable objectives?
7. Set of governance documents to guide the management of the organization
8. Draft Board and staff job descriptions
9. Initial set of policies and procedures
10. Draft list of all stakeholders that can assist the Sport Council with its vision and mission

/10 YES- Move forward to establish a Strategic Plan

NO- Go back and collect more information

STEP 6- STRATEGIC PLANNING WORKSHOP

CSCO will host an eight hour workshop in your community with key stakeholders, potential or solidified board members and others that the community feel are necessary to develop a strategic planning document and to identify common and shared goals to guide the sport council once formed.

STEP 7 - ROAD TO A BUSINESS PLAN & TRILLIUM GRANT SUPPORT

This final Step in the process will require a series of workshops and conference calls in order to complete a draft Strategic Business Plan and the Trillium Grant Application process. Each Sport Council will be different depending on the history of the sport council. CSCO has collected a series of resources that will be used to facilitate the process.

DEVELOPMENT OF A SPORT STRATEGY

1. Identify sport related trends based on the Step 3 Environmental Trends
2. Collect research from all sport stakeholders
3. Review the CS4L Program - www.canadiansportforlife.ca
4. Review the Physical Literacy Program
5. Complete a parents survey - Click [here](#)
6. Meetings with Health and Education Sectors
7. Draft a Sport Strategy Outline
8. Eventually complete a full Sport Strategy based on current research

HUMAN RESOURCES

1. Develop a second Draft of the Strategic Plan from Step 5.
2. Add additional working committees to support the Board
3. Add job descriptions for volunteers.
4. Add additional policies and procedures to guide the operation of the Sport Council.
5. Identify new partners/stakeholders.
6. Other?

SALES & MARKETING – Key Questions to Address:

1. Who is your primary client – recreation, competitive recreation or elite athlete... why?
2. Who are your programs and services serving?
3. Where will you generated revenue?
4. Do you have a variety of revenue generating activities?
5. Is there a pricing strategy?
6. Is there a customer service policy?
7. How effective is your promotional activities?
8. Do you have a media strategy?
9. Other?

OPERATIONAL ACTIVITIES – Key Questions to Address:

1. Is there a written plan that is evaluated and followed?
2. Is there realistic timelines posted against the plans?
3. Are there alternative plans in case things change?
4. Do you have a way to measure success?
5. Do you have any environmental compliance issues?
6. Other?

FINANCIAL FRAMEWORK- Key Questions to Address:

1. Is there a realistic (\$75,000-\$100,000) operational budget?
2. Is there a cash flow analysis?
3. Is there a capital budget?
4. Do you have a Balance Sheet that you understand?
5. Do you have an Income Statement that you understand?
6. Other?

Future Documents Required to Move Forward....

- Business Plan Overview (Power-point presentation)
- Draft Business Plan Outline
- Ontario Trillium Grant Application

Additional Resources:

CSCO highly encourages newly forming or restructuring sport councils to further consider steps outlined in Appendix A to further support their efforts in establishing their sport council. Further to this, it is also recommended that communities utilize the Canadian Sport for Life Scorecard Assessment tool to assess their community's progress towards full integration of Canadian Sport for Life (CS4L) and Long-Term Athlete Development (LTAD). The assessment tool can be found by clicking www.canadiansportforlife.ca.

For further questions, or assistance with your sport council, please visit:

www.communitysportcouncils.com or contact us at info@communitysportcouncils.com

Appendix A

First Community Based Steps to Developing a Sport Council **SPORT COUNCIL DEVELOPMENT**

10 Steps to Building a Community Sport Council (CSC)

1. Municipal recreation support makes or breaks CSCs. Start with a high-level meeting: political support, recreation departments and local champion(s).
2. Town-hall meeting with sport organisations:
 - Neutral facilitation: 2010 Legacies Now, etc.
 - Identify current issues
 - “Who thinks we can tackle these issues more effectively if we work together?”
3. Attempt to recruit “inactive” volunteers for building phase...past-Presidents of local clubs, etc.
4. Diversify: local business, public health, police, school/college/university sport, can all join sport clubs at the table.
5. Ongoing external consulting support: how other CSCs did it, project/grant opportunities, etc.
6. Find a project: coalescing around a common goal can be more effective than hammering out the constitution of a CSC. Hosting an event, advocating for a new facility, etc...
7. Build on momentum: now that you have a group, look toward building a joint sport strategy.
8. Incorporate as needed in order to operate, apply for grants...do it quickly, don't haggle over the by-laws!
9. Build political and staff relationships continuously. Don't pick sides in political fights (or elections) but try to involve all key Municipal Council and staff members in CSC activities.
10. Keep reminding members what you're doing for them!

** From the lecture “Bridging the Gap: New Partnerships with Community Sport” presented by Paul Jurbala, current Chairman of CSCO, at the BCRPA Symposium May 27, 2009.