

Special points of interest:

- Director's Message
- Mission and Vision
- CSC Dialogue
- 'On the Web'
- Objectives
- Report
- Contributors to the CSC



Inside this issue:

| | |
|-------------------------|---|
| Coordinator's Message | 2 |
| CSC Dialogue | 2 |
| Mission/Vision | 3 |
| 2009-2010 Annual Report | 4 |
| Special Thanks | 5 |
| Contact | 5 |

Director's Message

Welcome to the [Centre for Sport Capacity!](#)

On behalf of our members, I would like to take this opportunity to tell you a few things about the Centre for Sport Capacity (CSC). Research centres and institutes are not a new concept at a university but we believe our Centre offers a unique opportunity for the sport community both within Canada and beyond.

First, we focus on capacity. The 2002 federal government *Canadian Sport Policy* identified capacity as one of four key goals which suggests it is a critical area for future development within the Canadian sport system. However, very little is understood about the term. Is capacity just a popular notion -some buzz word gaining momentum within social policy and community development? Is capacity just another way to talk about organizational effectiveness? Is capacity primarily about funding and finding ways to acquire financial resources?

The CSC is a cross-disciplinary group of people who seek to understand how the sport community has taken up the capacity mandate. What do sport leaders think capacity means? Do sport leaders believe capacity is an important area for sport? How are sport leaders building capacity?

Second, we emphasize knowledge sharing. Strong community relations are front and centre for the Centre. Various aspects of the CSC, such as our website, are designed to bridge the academic-practitioner gap. The knowledge generated by academic and community members is shared on our website in a format that is

interesting, relevant, and applicable. We will profile our projects and post commentaries and summaries for easy access by the sport community.

We also value input and welcome both solicited and unsolicited opinions from sport leaders on any issue they believe relates to capacity. We will integrate a *Capacity Blog* on our website to facilitate an exchange of ideas - even calls for backup! It's time to hear your thoughts and opinions on capacity.

Finally, we envision a "think tank" of expertise. The CSC will serve as a conduit between research and practice. By definition a 'tank' is a reservoir and that is what the CSC wants to become... a pool of knowledge that leaders from all facets of the sport system will draw upon as well as contribute to. In this way, we will be in a constant state of growth and can respond to capacity issues that have practical value and scholarly impact.

Please feel free to let us know what you think. The CSC wants to know what is happening in the trenches—where capacity is dealt with on a day-to-day basis.

If you have any questions about the CSC or wish to share some ideas on how our efforts at the Centre can serve your needs please don't hesitate to contact us.

I look forward to hearing from you!

Director—Centre for Sport Capacity

Coordinator's Message

The brainchild for the Centre for Sport Capacity (CSC) initiated with a group of scholars in the Applied Health Sciences at Brock University in 2007. It was proposed that the Centre would include a group of academics, practitioners and graduate students who's main goal is to enhance sport capacity corresponding with one of the pillars of the Canadian Sport Policy (CSP 2002). Inside this report you will find the Centre's mission and vision, objectives and an Annual Report of our initiatives in our first year as a Centre. Understanding the meaning of Sport Capacity is an enigma in itself however a definition of sorts is beginning to materialize with many discussions.

The Centre will one day be the cornerstone in capacity research and collaboration among organizations and will facilitate knowledge transfer to enhance the capacity in the Canadian Sports system.

Yours in sport, *Suede*



We wish to build to a dialogue about Sport Capacity!!!
Please submit your thoughts and ideas on our website
centreforsportcapacity@brocku.ca

CSC Dialogue – What is Sport Capacity?

By Suede Burak

What is Capacity?

The term 'Sport Capacity' has been used extensively the past few years by sport organizations because Sport Canada identified capacity as one of the four pillars in its vision for building growth and strength in Canadian Sport. Sport managers and scholars have wrestled with the definition of sport capacity and how it may relate to them as academics, sport leaders, and administrators. Did the administrators of Sport Canada use the term capacity to mean tangible entities

such as building infrastructure, technology, and/or financial sustainability? Or did they refer to capacity as an intangible entity in organizational attributes, such as cultural identities? Recognizing that human resources in administrators, volunteers, athletes, and coaches can be referred to as both tangible and intangible I acknowledge that defining the term can be ambiguous at best.

To be honest when I was interviewed for this position I had a very vague idea on capacity in sport save

for the capacity of a stadium or the amount of equipment required for a practice or a regatta. Being involved in high performance sport for much of my life I never viewed capacity and sport in the same breath. It wasn't until I began to do a little research on the buzzword of this millennium in capacity and sport. As I interviewed my own colleagues it became clear that I was not alone in this thinking. Water cooler discussions ensued and we still have a murky idea on capacity in sport. It is

apparent however that every thought on capacity holds a sense of truth for each individual. I believe that we may never nail down a precise definition on sport capacity however with the continuation of dialogue in this forum we may come close to a meeting of the minds on this topic.

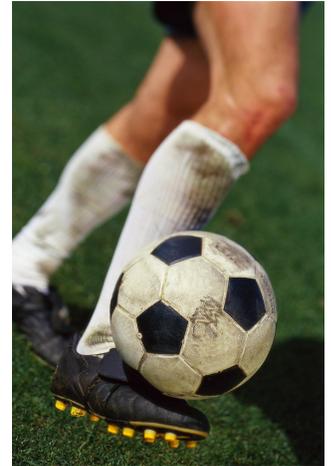


On the Web

Check out the cool website on Capacity.org - a web magazine-cum-portal intended for practitioners. Take a look at the publications section that covers many themes related to capacity development. For example—an article on [Monitoring and Evaluating Capacity Building](#) discusses the challenges of capacity building efforts and how to overcome various barriers.

Mission Statement

“The CSC is a dynamic research team whose mission is to foster innovation and knowledge-transfer in order to enhance capacity in Canada’s sport organizations”



Vision Statement



“The Vision of the CSC is to be the leader in building the capacity of sport organizations”.



Objectives

1. Provide a research based framework in order to build capacity.
2. Develop a capacity building toolbox
3. Collaborate on research about capacity building
4. Form alliances with sport organizations
5. Generate an information-transfer communication network system
6. Create links to other like organizations

Volume 1, Issue 1

ANNUAL REPORT— 2009-2010 in Review

Created as a result of like-minded scholars at Brock University who were interested in helping sport and recreation organizations better achieve their goals, the Centre for Sport Capacity (CSC) at Brock University opened its doors in the fall of 2009. Sport Capacity is an ambiguous term that carries a different meaning for leaders within different organizations. We as a Centre recognize this and strive to build a better understanding of what sport capacity entails.

The early stages of the Centre are critical for setting the culture and philosophy. We are making every effort to spread-the-word about the CSC and listen to the sport community talk about its capacity-related needs. The following is a brief update on our progress during our first year as we begin to fill the “capacity void”!

“The early stages of the Centre are critical....”

Early partnerships with [True Sport](#) and the [Niagara Sport Commission \(NSC\)](#) were built. Community connections are key and one emphasis is upon ongoing active support for local sport volunteers through the delivery of the [Club Excellence](#) program and various community sport outreach workshops within the Niagara Region. Funding for a Research assistant (RA) for the Club Excellence Program Impact Study was secured for the Summer, 2010. We also hosted a Club Excellence Facilitators Workshop in November, 2009, met several times with Club Excellence Program Consultants through the Fall/Winter, and helped to forge a connection between the NSC and True Sport.

“..our desire is to build long term workforce development....”

The Centre joined forces with the ‘Continual Professional Development Initiative, a group of early thinkers who are interested in training sport leaders once they are in the workforce. The CSC submitted a brief to the *2010 and Beyond Panel* that highlighted our desire to build Long Term Workforce Development and human resource capacity within the sport system. Finally, some members of the CSC attended the Canadian Sport for Life Conference in April, 2010 where a presentation on ‘Bridging the Knowledge Gap’ was given. Various contacts were made to promote the CSC.

Dr. Julie Stevens the Director for CSC has done research through the Sports Capacity Research Program with the Canada Games Council. The purpose of this research program was to enhance our understanding of the nature of capacity within a voluntary non-profit sport organization. This summer Julie, with a future Graduate student will compare these findings with the statistics of last summer’s Canada Games held in PEI. The results should be interesting indeed. Look for the results of this study on our website.

Dr. Chris Chard, an executive member of the Centre, devised a measurement tool to enhance organizational effectiveness using the ‘Balanced Scorecard’. We are currently pursuing major sport organizations and working with Mathematics of Information Technology and Complex Systems ([MITACS](#)) for funding for Graduate Students. It is our hope that with this project will evolve into a key service provided by the CSC, and most importantly help Graduate Student research.

In conclusion the CSC looks forward to expanding its profile and discovering better ways to serve capacity-related needs of the sport and recreation community.

Centre for Sport Capacity
Brock University
500 Glenridge Ave.
St. Catharines, ON
L2S 3A1 Canada

Ron (SWEDE) Burak
Coordinator
Centre for Sport Capacity
905 688 5550 x3743
centreforsportcapacity@brocku.ca

Special Thanks to These Contributing Individuals

Niagara Sports Commission

Scott McRoberts
Alison Larsen

Club Excellence

Andy Moss
Tracy Bradley
Patti Millar

True Sport

Victor Lachance
Joanne McRae

CPDI

Rachel Corbett
Dina Bell-Laroche
Joan Duncan
Debra Gassewitz
Stephen Stuart

Julie Stevens
Ron 'Swede' Burak

CSC MEMBERS

Martha Barnes
Cheri Bradish
Ron 'Swede' Burak
Chris Chard
John Corlett
Hilary Findlay
Joanne MacLean
Cheryl Mallen
Kirsty Spence
Julie Stevens

Faculty of Applied Health Sciences

Suzanne Gabriel
Beverly Boudreau



*Check us out on the web as
we build our site*

centreforsportcapacity@brocku.ca

Have you reached your full CAPACITY?

