

# Working Together Initiative – February 5, 2010 Meeting Notes

This was the third shared leadership table gathering in the first year of phase 2 – “year 2”. The purpose was to have the large group provide feedback on the small group activities including pilots and knowledge projects since October 2009 and to scope the small group work required to move into year 3.

## Key themes that emerged

- *Building relationships in pilots with community leaders* – This is where the real possibilities for change come and building trust in these relationships takes time. “It’s interesting how we had to start slowly and then at one point, momentum built relatively quickly.”
- *Indirect and direct impacts of WTI and pilots* –
  - Our theory of change talks about two kinds of impact.
  - The indirect impact is hard to measure and document but has the potential to create significant change. In our discussion about the Wabano Centre, the project team reported that they recently became aware that Wabano has undertaken an internal organizational review. In our early discussions with Wabano, we realized that they had an internal capacity issue in terms of taking on any new work that wasn’t funded. For this reason, we invested in helping them do the research and development of a proposal. Was their organizational review in part sparked by the WTI investment and influence? If yes, it is a benefit to the organization and an example of capacity building. Can we find out more?
  - In Seine River we are starting to see some direct evidence that the band council leaders are beginning to understand how sport and physical activity is building their community capacity. How will they use this capacity and what will we need to do to continue supporting this development? How can we build leadership in the community that will carry on the project into the future post WTI?
- *Learning through the project prototypes feeds us with ideas for the next stage of exploration* – The initial project with newcomers and settlement agencies in Brampton made us realize how ‘readiness’ influences our ability to move forward. In Canada, we know we need to do more for aboriginals but we don’t have the same kind of “call for newcomers.” Another way to put this is “aboriginals are on the radar screen.” Following the Brampton experience, the Canadian Association for the Advancement of Women in Sport (CAAWS) and the Canadian Coaching Association had follow-up discussions with **Citizenship and Immigration Canada** as well as the McConnell Foundation to look at issues like the settlement agency sector and their knowledge of sports and vice-versa. We realized that building awareness among the two sectors (settlement and sport and physical activity) that together they can impact integration and well being of newcomers requires attention from the top down and the bottom up. We need to intentionally work on how to build this awareness.
- *Education and raising awareness for sport as development* – *Sport as development means the ability to change many individual and community conditions in addition to personal physical health.* The conversation about the Brampton project sparked a bigger conversation – this issue seems ripe for additional follow-up. What is exciting is showing the links between sport as development, sport as participation and capacity building in communities. Is there interest at the table to do that? (Yes) Where would the highest leverage occur for some intervention (education, awareness)? How might we better access this? How do we better connect to the operational side of government departments with a mandate related to immigration?

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- *Storytelling an important communication and outreach tool* – These meetings highlight the rich diversity of stories that illustrate sport as development and capacity building. See Compendium project for more details.
- *We are learning to differentiate our outreach* – We have had a number of meetings that resulted from the invitations extended through our federal government senior leader meeting in July 2009. What's emerging is an awareness that some of our outreach is 'dropping a pebble' that creates good ripples in unexpected places that we may or may not be aware of (indirect impact) and some outreach is targeted and intentional. The latter also has good ripple effects. We need a strategy and resources to follow up on the opportunities. Raising awareness is a first step but engaging others in our work/becoming engaged in shared work is much more resource intensive. We are slowly following up but would like to move more quickly and in a sustainable way.
- *Contributions to shared leadership* – "contributions" is used in a broad sense to mean, time, resources, expertise and dollars. In terms of how money actually flows to our shared leadership activity, while we agreed to experiment with an innovative approach to funding within Treasury Board guidelines, federal government departments are still finding it a challenge to invest and commit to WTI as innovation (taking Intelligent risk with rigour) rather than a more traditional contracting with an organization to do work. We still need to work on minimizing the difficulty of bringing these contributions together. We are coming up to a new fiscal year, so it's a good time to ask the question: is this the most efficient way to raise funds? A note of caution: We need financial resources to learn by doing together and this is pressing as we are coming up to a new fiscal year. However, we don't want to lose sight of the broad range of other contributions people make to this shared leadership.

*Note: limited opportunity to discuss Theory of Change and Google Groups Platform due to time restraints.*

## **Small group work next steps**

- Education and awareness raising about Sport for Development and new projects – Gaëtan Robitaille (CAC) to organize an initial phone call. Participants: Jennifer MacDonnell (Ontario government), Karin Lofstrom (CAAWS), Don Adams (Motivate Canada), Ryhan Mansour (CIC)
- Compendium Project – This knowledge framework project is moving along with a full proposal and some funds are already committed to it. Advisory Group at Sports Matters Group will hire a project manager and author. Contact Kathy Hare to contribute
- Funding and moving Forward in Year 3 – Jan Elliott and David Brook will convene a meeting with Dan Smith and others to plan and discuss. This will set the stage for developing an outreach strategy.
- Learning reflection linked to theory of change – Cheryl Gorman will take the lead on getting this scheduled and designed. End of March is the preferred timing.
- Cross-department exploration with PRI – A good offer from PRI to convene an informal session on research related to this. We decided that we should set that aside for now. Link to outreach strategy above when more resources are available.

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## Discussion – Additional Details

### *Sport as Development – Creating Awareness*

- Sport Canada has traditionally not invested in this area. Only formal avenue is project funding – Project Stream. There are two types of sport organizations: MSO (multi-sport organizations) that get core funding from SC; other specific sport agencies have the opportunity to apply for specific funding on projects.
- The youth branch within Canadian Heritage has funded programs that tend to be culture-focused. There is a move to incorporate sport into this frame.

### *Compendium Project (part of knowledge framework projects)*

- Concept is to capture stories of what sport can do
- Are creating this vehicle to allow each group that do sport for development to talk about their own work
- Three parts
  - Compendium of domestic sport for development – professional story telling
  - Web platform – [www.sportanddev.ca](http://www.sportanddev.ca)
  - Database - collection of stories; evergreen; tools for practitioners
- Where are we?
  - Moving forward - full proposal developed
  - Advisory committee – overall responsibility
  - Funding (currently at \$70k)
- In terms of contribution, opportunities for WTI:
  - Stories
  - Advisory committee participation
  - Funding
  - would be great to get a lot of participation from WTI members – contact Kathy Hare or Victor Lachance

### *Outreach*

One of the important objectives of WTI is to make connections and to leverage our learning. Who else could gain and benefit from what we're doing? Using the offers made before and at the July 2009 federal government senior leaders meeting, we have been meeting with people who have interest in some of the same social innovation, sport as development and capacity building research questions we have. For example, we met with Thomas Townsend at Policy Research Initiative. They are interested in youth and leading change across sectors. We talked about convening a half day informal session to explore the questions that aren't being addressed through research and that would be appropriate and useful to further this kind of work. HRSDC is actively involved in this research so we need to connect with their learnings. We also met with Jim Ball from the Public Health Agency of Canada who is interested in the working together across departmental and sectoral boundaries as well.

It was noted that the investment in the Vibrant Communities Project has demonstrated that capacity building activity works best at a neighbourhood or 'community' level rather than a regional, provincial or national level.

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## *Funding in Year 3*

We have worked from the beginning with the contribution model. This has resulted in innovative funding for the shared leadership table and the pilot projects. In February 2009, the WTI partners opted for the continuity and momentum model – one of four different models to address how we would take action on the learning by doing together focus of WTI.

In terms of the basic financials, money has not come in at the same time and the True Sport Foundation has been doing some follow-up to help facilitate the fundraising effort. There are 2 federal government departments and 4-5 sport partners who have contributed approximately \$49,000.

In terms of learning from our approach to funding, the main ideas are described in key themes above. Those participants involved in the funding to date will convene to assess learnings about this.

As a country we are entering a period of ‘fiscal challenge’. We need to be prepared for the potential that we have less resources to do this work next fiscal year. In 2009 Ian Bird demonstrated strong leadership by meeting with all the people involved in WTI to ask how they would like to invest and commit going forward. We think this is a question that we all need to own and are recommending a small group take on the responsibility of organizing how the whole group can work this through.

Finally, there’s “a ton of different contributions that come to the table”. It’s easy to get caught up on the fiscal contribution without being aware of the other types of contribution. How do we value and respect the range of contributions at the table?

## *Platform*

The Google group platform that has been set up was quickly demonstrated. People are invited to sign up and start using this resource.

## *Theory of Change*

The fully drafted tool was tabled with the group. This tool will guide the design of the reflection session planned for March 2009. We will also explore how the WTI projects can use the tool and be developed into stories for the Compendium Project.