

Provincial Sport Organization Evaluation Report

June 16th, 2023



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Executive Summary

viaSport's purpose is to lead the development and growth of amateur sport in B.C. We provide leadership to the sport sector by connecting sport organizations to funding, resources, and capacity-building initiatives, as well as developing policy and shared measurement practices.

The Designation Framework and the Evaluation Model were originally created in 2015. The Designation Framework establishes a set of criteria for Provincial and Disability Sport Organizations (PSOs and DSOs) to obtain a certain status from viaSport.

There are three designations within the Framework: Accredited, Recognized, and Affiliated.



Accredited

Accredited organizations are a sport or sport discipline's authoritative body, operating in at least five regions in BC, and with responsibility for oversight, growth, and development.



Recognized

Recognized organizations are a sport or sport discipline's authoritative body, operating in at least three regions in BC, and with responsibility for oversight, growth, and development.



Affiliated

Affiliated organizations are a sport or sport discipline's authoritative body, serving demographic, regional, or sport-specific needs that other organizations do not meet.

viaSport designated sport organizations have demonstrated that they are achieving defined standards. More details on the criteria for each of these designations are available on the viaSport website.

Evaluation is central to obtaining and maintaining viaSport designated status and ensuring sport organizations are accountable for upholding these higher standards. The Evaluation Model outlines the core priorities of the Province of British Columbia as they relate to the development and progress of the Provincial and Disability Sport Organizations (PSOs and DSOs).

The evaluation process is also used as a tool for organizational benchmarking and to identify areas of opportunity to advance organizational and sport development strategies. The Evaluation is typically completed every 3-4 years and was conducted in 2015, 2018, and 2022. This report outlines the Evaluation Model and the results of the sector from the 2022 Evaluation.



LIST OF ACRONYMS

DSO	Disability Sport Organization
LTAD	Long-term Athlete Development
MSO	Multi-sport Service Organization
NCCP	National Coaching Certification Program
NSO	National Sport Organization
PSO	Provincial Sport Organization

PSO Evaluation Model

Pathways to Sport: A Strategic Framework for Sport in British Columbia 2020-2025, identifies key priorities and actions for the sport sector and informs the Ministry of Tourism, Arts, Culture and Sport's investment in sport. The Evaluation Model aligns to the following goals outlined within Pathways to Sport:

Sport Participation:

B.C.'s sport system is safe and inclusive, welcomes, attracts and develops, and retains participants of all ages and backgrounds.

Athlete Development:

British Columbians engaging in sport are supported by trained and responsible coaches, officials, and sport administrators; and high-performance athletes, coaches and officials have opportunities to develop and compete at the highest levels.

At viaSport we are committed to organizational excellence and accountability. Our evaluation process ensures that viaSport designated organizations are upholding high standards across four categories which are considered foundational to an effective sport organization:

- Participation
- Excellence
- Coaching and Officiating
- Organizational Readiness

The Evaluation Model refers to a set of questions that spans all four categories, designed to gauge an organization's competency, progress, and potential in each. Overall, it is intended to be used as a tool to determine both the sector and individual organization's strengths and opportunities for improvement.

Through the Evaluation process, viaSport confirms policies and strategies are in place. However, it is the responsibility of the Board at each organization to ensure these policies are upheld, and strategies are in place to implement best practices.

The Evaluation model contains 31 questions. For each question within the Model, there is a 4-point rating scale from 1 (low) to 4 (high). A score of one indicates that work in that area is not occurring or is not formalized. A score of four indicates that the organization is demonstrating best practices. Some of these questions are assigned minimum scoring standards aligned directly to the criteria within the Designation Framework. Minimum standards are highlighted across each of the four categories in the corresponding sections throughout this document. For questions without minimum assigned standards, the organization's scoring and progress over time is used as an indicator of organizational strength.

Participation

The participation category reviews an organization's reach throughout the province, member retention strategies and ability to provide quality sport programming across the LTAD.

It also looks at gender inclusivity, how the organization is able to support athletes with a disability and steps being taken to include underrepresented groups.

Organizations meeting minimum standards can demonstrate:

- ▶ They are meeting the membership requirements for their designation and they have strategies in place related to the growth and retention of members (score of 2 on membership growth and retention strategies)
- ▶ Programming is offered throughout the Province and meets the minimum number of zone requirements aligned to their designation (Accredited: must score 4 to show reach across at least 5 zones, Recognized: must score 2 to show reach across at least 3 zones)
- ▶ Developmentally appropriate programming is available for some stages of the LTAD (score of 2 on developmentally appropriate programming)
- ▶ Progress has been made to establish an equitable distribution of programming and create participation opportunities for all genders (score of 2 on gender-inclusive programming).

The following chart outlines each question that organizations were evaluated on.

Accredited Organizations: respond to questions 1-4 as it relates to membership, provincial reach, developmentally appropriate programming, and gender-inclusive programming and are required to uphold the minimum standards as outlined above.

Recognized and Affiliated

Organizations: respond to questions 1-4 as it relates to membership, provincial reach, developmentally appropriate programming, and gender-inclusive programming and are required to uphold the minimum standards as outlined above. While they do not receive the full assessment of inclusion practices at this time, they are still required to uphold an Equity and Access policy as required to receive their designation.

Focus Area	Question
Membership Growth and Retention Strategies (1)	What Strategies are in place to grow membership and retain members?
Provincial Distribution (2)	To what extent is your organization able to serve members across BC?
Developmentally Appropriate Programming (3)	Does your organization offer LTAD stage-appropriate programming that is aligned with the principles of quality sport?
Gender Inclusive Programming (4)	What programming, strategies, or policies are in place to encourage, support, or enhance gender equity?
Indigenous Communities (5)	What programming, strategies or policies are employed by your organization to encourage, support or enhance the participation of Indigenous communities?
2SLGBTQI+ (6)	What programming, strategies or policies are employed by your organization to encourage, support or enhance the participation of LGBTI2S+ participants?
Newcomers to Canada (7)	What programming, strategies or policies are employed by your organization to encourage, support or enhance the participation of newcomers to Canada?
Availability of Adaptive Sport Opportunities* (8a)	To what extent is your organization able to provide adaptive opportunities for athletes with a disability?
Athlete Support* (8b)	To what extent does your organization meet the needs of athletes with disabilities?
Partnership Development* (8c)	To what extent have meaningful partnership been developed to increase participation of reduce barriers to participants with disabilities?
Alignment of Para-sport programming* (8d)	To what extent is para-sport programming aligned with other programming opportunities offered by your organization?
PSO/DSO Engagement* (8e)	To what extent does a meaningful partnership exist with relevant PSOs and DSOs?
Integration of Para-sport programming* (8f)	To what extent is para-sport programming integrated into the programming opportunities offered by your organization?

*Outlined in the table are seven questions that look at Adaptive and Para Sport opportunities that are assigned based on their organizational type. See the next section for more details.

Organizations achieving best practices (score of 4) can demonstrate:

- They have the tools and capacity to support new members.
- That developmentally appropriate programming is available across all stages of the LTAD in a way that addresses different ages, stages, genders and abilities.
- There are appropriate and equivalent opportunities for all genders to participate.
- Proactive strategies are in place to encourage, support, and enhance the participation of equity-deserving groups.

Adaptive and Parasport

Based on a study led by UBC, Provincial and Disability Sport Organizations have been classified into different organizational types based on the role they play in servicing athletes with a disability and their place in the para sport pathway. Organizations are asked certain questions depending on their organization type and results can be compared relative that category.

The types of organizations are as follows:

Adoptive	Para-sport pathway does not exist, but efforts to accommodate athletes with minor impairments can be made
Supportive	Programming and services offered do not lead to sport-specific activities, but serves more generally in the interest of creating a supportive environment for athletes across multiple sports or activities
Shared	Responsibility to deliver para-sport is shared across one or more organizations
Integrated	Para-sport is fully integrated and included in able-bodied sport programming or activities
Multi-Sport	Para-sport is unique and shares no or minimal commonalities with any able-bodied sports

The table below outlines the question that are asked of each organizational type.

	Adoptive	Supportive	Shared	Integrated	Multi-Sport
A Availability of Adaptive Sport Opportunities	X				
B Athlete Support		X	X	X	X
C Partnership Development		X	X	X	X
D Alignment of Para-sport Programming			X		
E Integration of Para-sport Programming				X	
F DSO Engagement					X
G PSO Engagement			X		

Excellence

This category of the Evaluation Model looks at how the organization is recruiting athletes, supporting them on the high performance pathway and the results of those athletes' performances.

Accredited Organizations: are assessed on questions 9-13 in the excellence category as outlined in the table below.

Accredited Organizations are required to have a team selection policy in place.

Additionally, the results of this section are used to inform eligibility for high performance funding.

Recognized and Affiliated Organizations: respond to questions 9-10 related to their high performance strategy and how they select provincial teams. For many organizations at this level, this section is used as a tool to identify areas of opportunity to grow their sport development strategies.

Focus Area	Question
Provincial Team Selection (9)	Does your organization have publicly available standards for provincial team selection?
High Performance Strategy (10)	How well-defined is your High Performance programming, strategy and objectives?
BC Athletes on National teams (11)	To what extent is your organization able to support BC athletes as they progress and pursue excellence at higher levels of competition
Athlete Development Pathway (12)	Are performance indicators and/or competition benchmarks in place to effectively track athlete development towards podium success that aligns with your NSO pathway?
Talent Identification and Recruitment (13)	Does your organization have a targeted plan or activities to deliberately engage in talent identification and recruitment of athletes into High Performance programming?

Organizations achieving best practices (score of 4) can demonstrate:

- A provincial team selection policy is in place that outlines the selection process, criteria and appeal procedures, which is posted on the organization's website.
- High Performance strategy, objectives and programming are in place with a clear definition of high performance that is aligned with their LTAD and the National Sport Organization's approach to high performance.
- They are supporting the advancement of provincial levels to higher levels of competition and participation on National teams, including Olympic and Paralympic teams.
- Performance indicators and/or competition benchmarks are in place, monitored regularly and shared with the NSO.
- Talent identification is deliberately targeted, supported by testing protocols and objective data.

Coaching & Officiating

The coaching and officiating category gauges an organization’s implementation of the National Coaching Certification Program (NCCP) and officials programming, if the organization is implementing minimum qualification standards for coaches and if they are able to provide professional development opportunities.

Organizations meeting minimum standards are able to demonstrate they are offering NCCP Programming or an equivalent across at least one stream (Community, Competition and/or Instruction).

All designated organizations must achieve a score of 2 on question 14 – Coaching Pathway.

The following chart outlines each question that organizations were evaluated on.

Accredited Organizations: are assessed on questions 14-19 in the coaching and officiating category, as outlined in the table below.

Recognized and Affiliated Organizations: respond to questions 14-17 to validate that coaching and officiating programming is in place and being delivered.

Focus Area	Question
Coaching Pathway (14)	Is your sport’s coach pathway clearly communicated and aligned with your NSO?
Trained and Certified Coaches (15)	How does the number of trained and certified coaches meet the needs of your sport?
Officials Education (16)	Is there a defined officials pathway and how is it promoted?
Trained and Certified Officials (17)	How does the number of trained and certified officials meet the needs of your sport?
Minimum Coaching Standards (18)	Does your organization have policies or guidelines for minimum coaching qualifications? How are those tracked?
Coach Professional Development Opportunities (19)	What types of professional development opportunities are available to coaches in your sport outside of NCCP training?

Organizations achieving best practices (score of 4) can demonstrate the following:

- ▶ NCCP Programming is available across the full pathway and clearly articulated on the organization's website.
- ▶ Coach training and certification opportunities are readily available, with sufficient Learning Facilitators and Coach Evaluators available to meet the geographic and capacity demands.
- ▶ A well-defined officials pathway is in place that includes standards for evaluation and certification and is clearly articulated on the organization's website.
- ▶ Officials training and certification opportunities are readily available to meet the needs of the sport.
- ▶ Strategies are in place to recruit and develop a diverse group of coaches and officials.
- ▶ Standards are in place for coaches at various levels of the sport to uphold specific training and qualifications.
- ▶ Professional development opportunities (beyond formal NCCP training) are available to coaches across the province.

Organizational Readiness

The organizational readiness category considers the board and operational functions of the organization, including strategic planning, policy adoption and financial oversight. It also looks at safe sport practices, volunteer recruitment and retention and member engagement strategies.

The areas within the organizational readiness category are considered foundational to the accountability, sustainability and growth of the organization. Good governance will help increase the quality of what an organization can do for its members, participants, staff, volunteers, etc.

Organizations meeting minimum standards are able to demonstrate:

- Board roles and responsibilities are well documented and well defined. (Score of 2 on Board of Directors)
- Mission, vision, and values are defined, and a strategic plan that has been developed by the Board and leadership is in place. (Score of 2 on Strategic Planning)
- The organization upholds the standards of the BC Societies Act and maintains proper Board minutes. (Score of 2 on governance)
- Appropriate policies are in place to maintain the respective designation, including the required safe sport policies:



Affiliated: Code of Conduct, Complaints & Discipline, Equity & Access, Conflict of Interest, Criminal Record & Screening



Recognized: Code of Conduct, Complaints & Discipline, Equity & Access, Conflict of Interest, Criminal Record & Screening



Accredited: Code of Conduct, Complaints & Discipline, Equity & Access, Conflict of Interest, Criminal Record & Screening, Dispute Resolution, Team Selection

- Budgets are developed annually, and appropriate financial statements are completed annually. (Score of 2 on financial accountability)

The following chart outlines each question that organizations were evaluated on.

Accredited Organizations: are assessed on questions 20-31 in the organizational readiness category and are required to uphold the minimum standards as above.

Recognized and Affiliated Organizations: respond to questions 20-26 and are required to uphold the minimum standards as outlined above.

Focus Area	Question
Board of Directors (20)	How well-defined are the roles and responsibilities of your Board of Directors?
Strategic Planning (21)	How well-developed is your organization’s strategic plan?
Governance (22)	How well-established are your organization’s governance practices?
Safe Sport Policies (23)	Does your organization have appropriate policies in place to prevent and address maltreatment and disputes?
Policy Adoption (24)	Is your organization meeting minimum policy standards?
Financial Accountability (25)	What mechanisms for financial accountability are maintained by your organization?
Safe Sport Practices (26)	Does your organization have appropriate strategies or practices in place to prevent maltreatment?
Member Engagement (27)	How does your organization reach out to and engage with clubs and individual members?
Volunteer Recruitment and Retention (28)	What strategies are in place to recruit and retain volunteers?
Risk Management (29)	To what extent have risk management policies, practices, and strategies been formalized by your organization?
Injury Prevention & Concussion Management (30)	Does your organization have appropriate mechanisms in place to prevent and address concussions and other injuries?
Revenue Generation (31)	What strategies are in place for self-generated revenue?

Organizations achieving best practices (score of 4) can demonstrate:

- ▶ The Board has a diverse mix of skills, expertise, and experience in order to meet the strategic goals of the organization, and formal orientation is provided to new Board members.
- ▶ Strategy is developed with input from Board, staff, and members. Strategic planning is dynamic and emphasizes measurable objectives.
- ▶ The Board has term limits in place, and the Board elects the Chair.
- ▶ Complaint procedures are available online, free from conflict of interest, and are supported by appropriate tracking mechanisms.
- ▶ Policies are well-developed, readily available and regularly reviewed.
- ▶ Audited financial statements or review engagements are employed annually, and the organization has transparent financial management and reporting.
- ▶ Volunteer recruitment includes background screening, and volunteers are supported through training and orientation and are well-recognized for their contributions.
- ▶ The organization has prioritized safety in sport with strategies related to prevention (awareness and education) in place and monitored.
- ▶ A communication plan is in place with regular outreach to members and clubs.
- ▶ Appropriate policies are in place to address the prevention and management of injuries and concussions, with mechanisms to track and monitor.
- ▶ A risk management strategy is documented, and risks are outlined in a register or matrix, which is regularly reviewed and updated.
- ▶ Well-developed and diverse strategies for revenue generation are in place, with targets continuously met.

2022 Evaluation Results

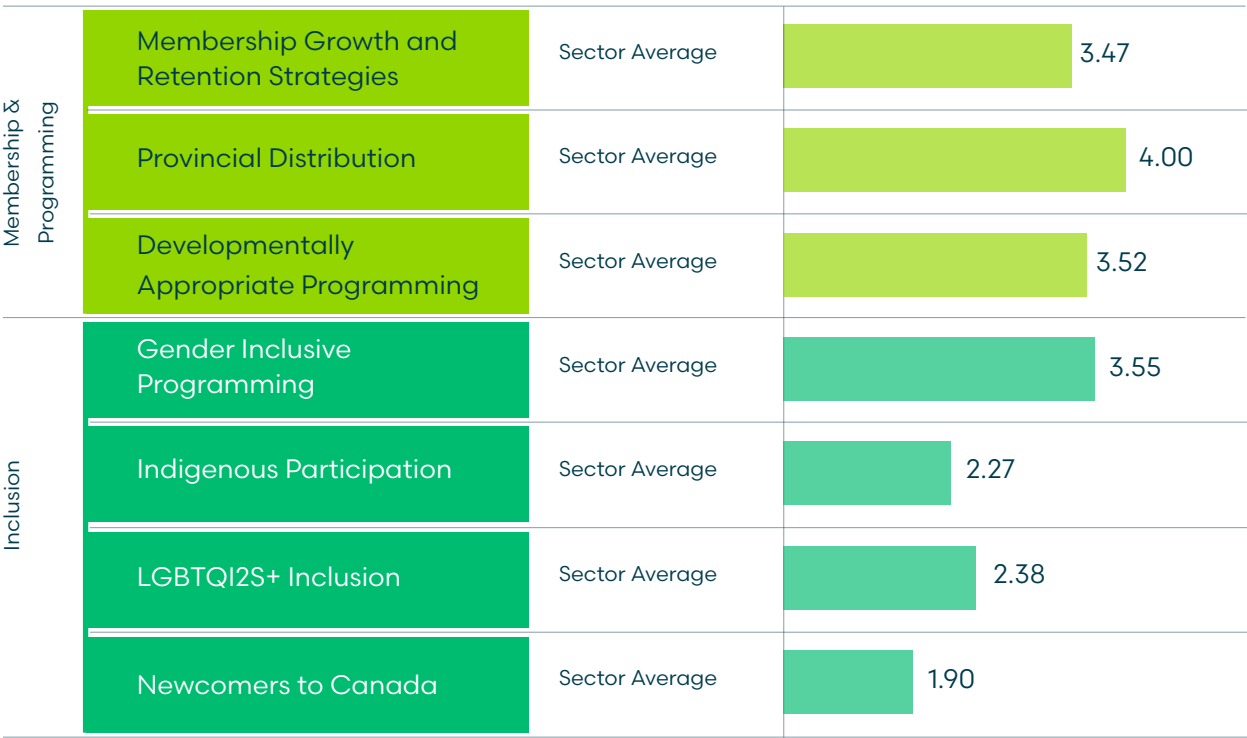
Sixty-six Provincial Sport Organizations participated in the Evaluation process: 60 Accredited organizations, 3 Recognized and 3 Affiliated. See Appendix A for a list of organizations.

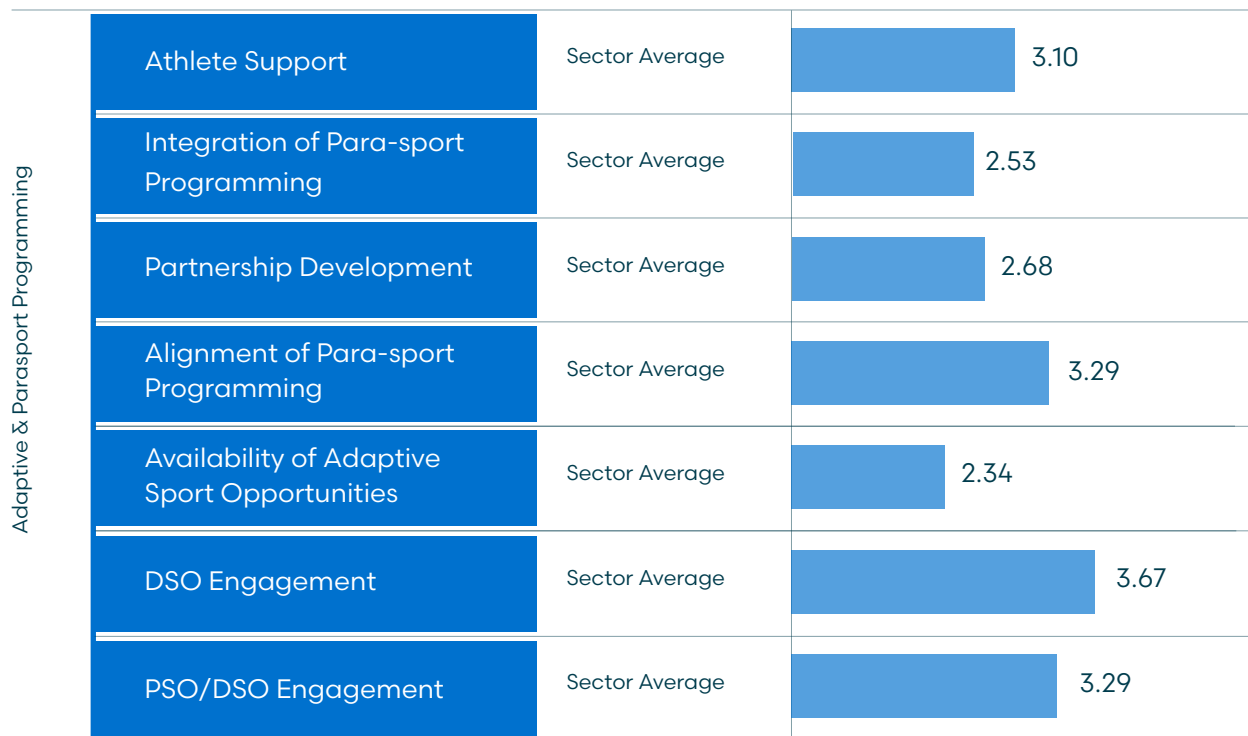
The following pages will outline sector average scores, as well as strengths and opportunities that were identified through the 2022 Evaluation process. These results are reflective of organizational policies and strategies that are in place at the time of the Evaluation, which was conducted between October 2022 – January 2023.

Following the Evaluation, organizations are provided with Report Cards to outline their organizational strengths and areas for improvement. It is the responsibility of the organization’s Board and leadership to use these results to determine strategies to implement and uphold best practices.

Appendix B provides a comparison of sector averages across different evaluation periods.

Participation





Sector Strengths:

Despite challenges with membership retention throughout the pandemic, the data shows an upward trend in scores in this category. This reflects strong leadership coming out of the pandemic and the high level of focus organizations have placed on rebuilding participation. The highest scores in this section were provincial distribution and gender-inclusive programming.

The high score in Provincial Distribution shows that organizations are providing programming within at least 5 of the 8 BC Games zones.

Organizations not reaching lower-population zones were encouraged to consider creating partnership within those regions to design and run programs that meet the needs of these communities and overcome challenges related to facility access and/or coaching capacity.

The score in Gender inclusion shows continued progress in advancing gender equity within areas of membership and/or programming. Organizations that have a majority of female participants are also doing great work to explore greater opportunities for males to engage in their programming.

As a sector, we need to continue to challenge ourselves to understand the needs of the participants and use an intersectional lens in order to address the needs of all women and girls.

The best practice is to outline strategic objectives that go beyond membership and look at gender across coaches, officials, board members, etc.

Sector Opportunities:

The biggest areas of opportunity are in creating more targeted programming for Indigenous people, as well as persons with a disability, 2SLGBTQI+ and newcomers to Canada. Some positive initiatives are occurring to support these groups but as a sector there is still a long way to go. The need for greater inclusion has increased within all sectors of society, including sport. While organizations may have Equity and Access policies stating that their sport or organization is open to all participants, this is now only considered a minimum standard. Best practice is for policies to be publicly available on the organization's website; strategic plans highlight how inclusion of particular groups are a priority and initiatives are formalized within annual operational plans.

Organizations that identified obstacles to participation were better able to develop strategies to overcome them, such as using alternate facility types or outreach to new segments of the population. Identifying new groups to actively include in sport can be an effective strategy for growth. As a sector, we also need to advance our data collection to include greater diversity metrics so that we truly understand who is participating in sport and where the gaps are. Organizations are encouraged to identify one or two targeted groups in order to engage in a meaningful way to understand their needs and address barriers to participation.

Para / Adaptive Programming:

Some great work is being done in the sector to engage athletes with a disability, including from organizations categorized as Adaptive (do not have a formal para-sport pathway). It was, however, identified that some sports/ programs have limited reach throughout the province. A best practice is to develop partnerships with other organizations, both inside and outside of sport, to support awareness initiatives, talent identification and talent transfer for athletes, coaches & officials.

Indigenous:

More work is needed to deepen our understanding of the Truth and Reconciliation Calls to Action for sport and embed strategies to decolonize sport within organizational policies and strategic plans. Organizations should look to implement Indigenous cultural awareness training for staff and board members as a first step.

2SLGBTQI+:

A number of organizations are advancing policies and initiatives to make sport more welcoming and inclusive for individuals that identify as 2SLGBTQI+. Best practices include the use of gender-inclusive language, a policy that allows individuals to participate in the gender in which they identify, and visual symbols of support and

Newcomers to Canada:

A slight increase in the sector average indicates there are more organizations doing work to engage newcomers to Canada in sport than in 2018. Best practices included developing meaningful partnerships with newcomer associations to understand the needs of the community and translating materials into different languages. acceptance, such as a symbol or statement on the organization's website that represents universal acceptance (eg - safe space logo).

Excellence

High Performance System	Provincial Team Selection	Sector Average	3.57
	High Performance Strategy	Sector Average	3.27
	Athlete Development Pathway	Sector Average	3.05
	Talent Identification and Recruitment	Sector Average	2.57
Results	BC Athletes on National Teams	Sector Average	3.05

Sector Strengths:

Overall, as a sector, there have been some positive advancements made in terms of athlete development. The highest score in this section was Provincial team selection. The data indicated that selection procedures are being driven by data informed processes and continued professional development of technical staff is having an impact. Best practices include transparency around where and how the assessment process is taking place along with a general description of what Key Performance Indicators (KPIs) and benchmarks are used to determine selection.

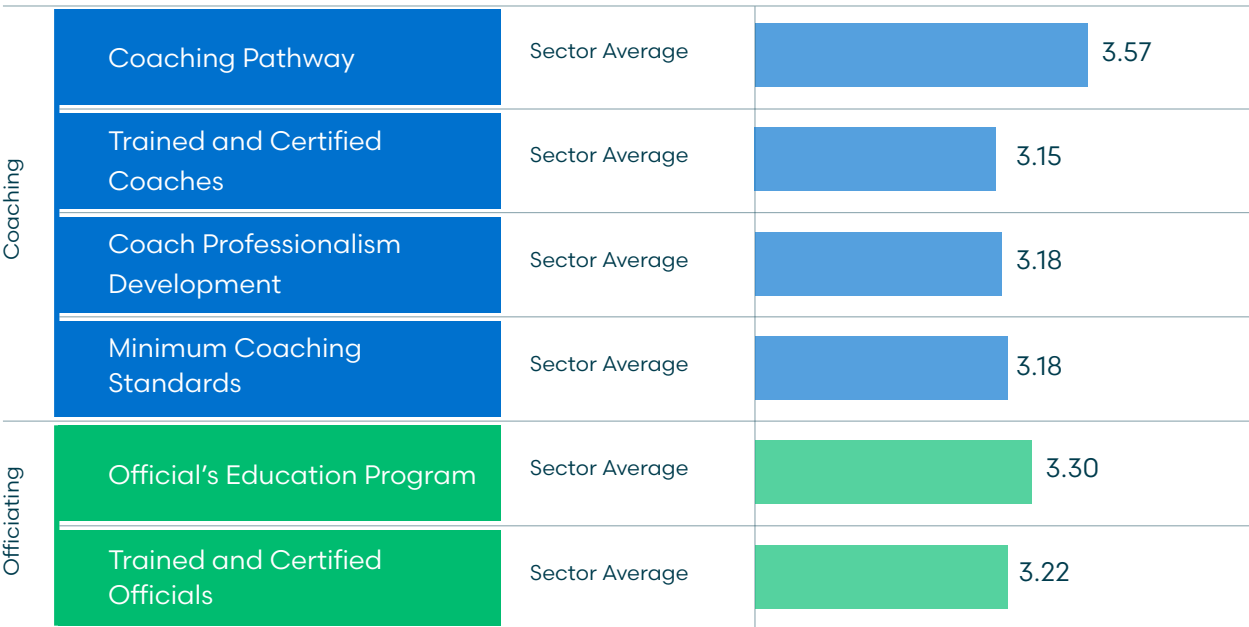
BC Athletes on National Teams: In 2022-23, BC athletes made up 23.2% of athletes on National teams. While this number may vary slightly from year to year, it indicates that BC is contributing to the development of High Performance athletes at a rate that is above our relative population size. Strong results by Team BC at the 2022 Canada Summer Games and the 2023 Canada Winter Games are additional indicators of strong strategies for athlete development being implemented in BC.

Sector Opportunities:

The biggest area of opportunity related to high performance is talent identification and recruitment. In order to strengthen athlete monitoring and tracking throughout the pathway, sports should encourage provincial and community coaches to take the NCCP Performance Planning module and become comfortable using technology as a way to better capture and utilize data.

Organizations should also look more broadly for opportunities to recruit new individuals to a sport, such as multi-sport events like the RBC Training Ground program.

Coaching & Officiating



Sector Strengths:

Overall, as a sector, the data shows an upward trend in scores between 2018 and 2022 throughout this category, indicating a greater emphasis on capacity building. The highest scores in this section were coaching pathway and officials education.

The majority of organizations are doing good work to communicate their coaching pathway on their website. A number of those organizations are also working to strengthen awareness of the coaching pathway and the value of multi-sport training and certification, through tracking of coach progression and greater engagement with coaches to support them to advance towards certification.

Those sports that have Coach Developers within BC were better able to manage the frequency of training & certification opportunities.

An increasing number of PSOs have implemented recruitment and retention strategies for officials that are linked to a clear pathway for advancement. This was highlighted as an intentional approach that stems from challenges in the retention of officials post-pandemic.

Sector Opportunities:

While scores increased between 2018 and 2022, indicating improvement, the biggest areas of opportunity in coaching are increasing minimum standards and professional development opportunities.

A number of PSO/DSOs have set a high standard for coaches attending sanctioned events, linking NCCP status with the appropriate level of competition and LTAD stage of the athletes and are tracking through event registration. However, only a small number of organizations have implemented systems or technology solutions to track coach certification or other standards at the local level, which is considered a best practice. Safe Sport education, criminal record checks and annual professional development are the most common standards being implemented, beyond sport technical training, by top-performing organizations.

Best practices related to professional development opportunities included the use of technology to expand the reach across the province and providing opportunities that address topics to enhance coaching philosophy, interpersonal communication styles and awareness of safe sport best practices.

The use of mentorship to supplement training was another theme for top-performing organizations.

While officials' education is a strength, it was also identified as an opportunity due to the indicated decline of officials, especially when those leaving were senior officials, which may have impacted their ability to advance officials to higher levels and/or to meet the demands of mentorship needs.

The best practice was to develop strategies related to developing athletes into officials, providing them with different options to remain engaged in the sport. It was also highlighted that there is a need for stronger linkages between officials in the able-bodied performance pathway and their engagement in parallel, or talent transfer, opportunities in the para-performance pathway in order to ensure high-quality officiating that aligns the appropriate skill level of the official with the appropriate competitive stage in both the able-bodied and para-sport performance pathways.

Organizational Readiness

Leadership	Board of Directors	Sector Average	3.0
	Volunteer Recruitment and Retention	Sector Average	3.28
Strategic Planning	Strategic Planning and Organizational Strategy	Sector Average	3.18
Governance	Governance	Sector Average	2.93
	Member Engagement	Sector Average	3.67
	Policy Adoption and Implementation	Sector Average	3.62
	Risk Management	Sector Average	2.58
	Injury Prevention and Concussion Management	Sector Average	3.13
	Safe Sport Policies (Report & Respond to Maltreatment)	Sector Average	3.28
	Safe Sport Practices (Prevention of Maltreatment)	Sector Average	3.23
Finance	Financial Accountability	Sector Average	3.42
	Fundraising and Revenue Generation	Sector Average	3.10

Sector Strengths:

Overall, as a sector there have been some positive advancements made in terms of safe sport and policy adoption. Since 2018, the requirements for designated PSOs and DSOs have evolved to include more advanced standards related to safety in sport, including the adoption of the BC Universal Code of Conduct (BC UCC) and a requirement for all Accredited Organizations to have a safe sport page of their website containing all of the associated policies and processes related to discipline and complaints. This has helped in shifting alignment of language related to appropriate/ inappropriate behaviours and creating better awareness in the system. The best practice is for the Board to establish a schedule for regular policy review and to cascade policies to the local level to ensure consistency within the sport and reduce administrative burden within the system.

The highest score in this section was related to member engagement. Best practice was demonstrated by organizations who had created pathways for information and knowledge to flow both ways between the organization and its members – to ensure that the organization is listening to its members as well as providing them with information. Many organizations are using their website, social media, and email lists to send information out. Some are providing regular opportunities for their members to collaborate with them on strategy and to understand their needs through either regular engagement with club or regional representatives, focus groups, and/or surveys. Ensuring that communications are accessible (i.e. closed captioning, description of images through Alt text, etc) is an additional consideration.

Sector Opportunities:

The biggest areas of opportunity are in strengthening governance and risk management. While Appendix B shows a slight dip in sector average scores related to governance and the Board of Directors, this can be attributed to changes that were made to the evaluation matrix to strengthen the standards related to best practices.

Minimum governance standards are being achieved, but a greater emphasis needs to be placed on the formalization or documentation of governance practices to ensure continued organizational development and long-term sustainability.

Organizations can operate under different structures of governance (operating board, management board, governance board) while still upholding strong standards of accountability and transparency. With research showing a decline in volunteering overall, the best practice is for organizations to develop recruitment strategies that engage a broader audience both for Board positions as well as other volunteer roles and include a formalized orientation process. Non-profit and charity standards also indicate that it is best practice for boards to establish maximum term limits for Directors in order to ensure that the board maintains a diverse set of ideas and perspectives, remains engaged, avoids stagnation or comfort with the status quo and is equipped to address current trends/issues.

Common risk mitigation strategies for organizations included insurance, formalized financial practices and safety policies and prevention initiatives.

However, the pandemic highlighted a need to think more broadly about risk management. Prevention is the key to reducing issues with maltreatment in sport and can include many types of initiatives that create better awareness, provide training and/or establish healthy conversations about behaviours. Over 1,100 sport leaders have now completed Commit to Kids training and many organizations are requiring different types of safe sport education to be completed within their sport. Also, there has been a noticeable increase in the number of organizations that have policies and procedures related to concussion management. Best practices include building safe sport into the organization's strategic plan as a way of ensuring these practices are prioritized, aligning with evidence-based tools such as the Concussion Awareness Training Tool (CATT) and further formalizing regular risk assessments.

Appendix A: List Of Organizations

The following is a list of organizations that participated in the 2022 Evaluation. The organizations are listed alphabetically.

Accredited Organizations

-
- Badminton BC
 - Baseball BC
 - Basketball BC
 - BC Adaptive Snowsports (DSO)
 - BC Alpine
 - BC Archery
 - BC Athletics
 - BC Artistic Swimming
 - BC Blind Sports (DSO)
 - BC Diving
 - BC Lacrosse
 - BC Netball
 - BC Provincial Football Association
 - BC Ringette
 - BC Rugby
 - BC Sailing
 - BC Speed Skating
 - BC Soccer
 - BC Snowboard
 - BC Sport Cheer
 - BC Table Tennis Association
 - BC Target Sports Association
 - BC Ultimate
 - BC Wheelchair Basketball (DSO)
 - BC Wheelchair Sports (DSO)
 - BC Wrestling
 - Biathlon BC
 - Bowling BC
 - Bowls BC
 - Boxing BC
 - British Columbia Amateur Hockey Association
 - British Columbia Deaf Sports Federation (DSO)
 - British Columbia Fencing Association
 - British Columbia Golf
 - British Columbia Rhythmic Gymnastics
 - Canoe Kayak BC
 - Cross Country BC
 - Curl BC
 - Cycling BC
 - Field Hockey BC
 - Freestyle BC
 - Gymnastics BC
 - Horse Council BC
 - Judo BC
 - Karate BC
 - Orienteering BC
 - Rowing BC
 - Skate Canada – BC/YK
 - Softball BC
 - Special Olympics British Columbia (DSO)
 - SportAbility: CP Sports of BC (DSO)
 - Sport Climbing BC
 - Squash BC
 - Swim BC
 - Tennis BC
 - Triathlon BC
 - Volleyball BC
 - Water Polo West
 - Waterski Wakeboard BC
 - WTF Taekwondo Federation of BC

Recognized Organizations

-
- Cricket BC
 - Lifesaving Society BC
 - Pickleball BC

Affiliated Organizations

-
- BC Ski Jumping Nordic Combined
 - Racquetball BC
 - Whistler Sport Legacies (on behalf of BC Luge and BC Bobsleigh Skeleton)

Appendix B: Scoring Comparison

The chart below outlines the sector averages for each question across the three years that the evaluation was conducted: 2015, 2018 and 2022.

Section	Question	2015 Sector Average	2018 Sector Average	2022 Sector Average	Difference from 2018 to 2022
Participation	Membership Growth & Retention	2.88	2.88	3.47	0.59
	Provincial Distribution	3.28	3.07	4	0.93
	Developmentally Appropriate Programming	2.84	3.25	3.52	0.27
	Gender Inclusive Programming	2.81	3.09	3.55	0.46
	Indigenous Participation	1.88	2.05	2.27	0.22
	LGBTQI2S Participation	n/a	1.89	2.38	0.49
	Newcomers to Canada	n/a	1.7	1.9	0.2
Excellence	BC Athletes on National teams	2.4	3.16	3.05	-0.11
	Provincial Team Selection	n/a	3.18	3.57	0.39
	HP Strategy	n/a	2.98	3.27	0.29
	Athlete Development Pathway	2.41	2.7	3.05	0.35
	Talent ID & Recruitment	2.89	2.89	2.57	-0.32
Coaching & Officiating	Coaching Pathway	3	3.25	3.57	0.32
	Trained & Certified Coaches	2.68	2.81	3.15	0.34
	Minimum Coaching Requirements	2.63	2.68	3.18	0.5
	Professional Development Opportunities	2.56	2.39	3.18	0.79
	Officials Education Program	3.19	3.39	3.3	-0.09
	Trained & Certified Officials	3.16	3.11	3.26	0.15
Organization Readiness	Board of Directors*	3.12	3.39	3	-0.39
	Volunteer Recruitment & Retention	3.02	3.25	3.28	0.03
	Strategic Planning	3.11	3.19	3.18	-0.01
	Governance*	2.89	3.09	2.93	-0.16
	Policy Adoption	2.95	2.93	3.62	0.69
	Member Engagement	3.26	3.33	3.67	0.34
	Dispute Resolution	n/a	2.88		**
	Risk Management	3.26	2.54	2.58	0.04
	Injury & Concussion management	n/a	2.49	3.13	0.64
	Harassment, Bullying & Abuse	n/a	2.39		**
	Financial Accountability	3.39	3.47	3.42	-0.05
	Fundraising & Revenue Generation	2.95	2.91	3.1	0.19

*Scoring was adjusted for the 2022 Evaluation, increasing standards to achieve a score of 4 (best practice).

**Question on dispute resolution was replaced with Safe Sport Policies, and the question on harassment and bullying was replaced with Safe Sport Practices. While the topic is similar a direct comparison cannot be made.

Appendix C: Recommended Resources

The following charts outline a list of resources related to the various areas of evaluation. These were provided to sport organizations following the 2022 Evaluation as tools for organizations to look to in areas where opportunities for improvement were highlighted. Resources will continue to be shared through viaSport’s website and ongoing capacity building initiatives.

Participation

	Resources
Membership Growth and Retention Strategies	<ul style="list-style-type: none"> Community Foundations of Canada: Sport & Belonging viaSport: Tracking Diversity in the BC Sport Sector viaSport: Participant Centred Design – designing sport experiences for participants by participants
Developmentally Appropriate Programming	<ul style="list-style-type: none"> Sport for Life: Quality Sport for Communities and Clubs
Gender Inclusive Programming	<ul style="list-style-type: none"> viaSport: She Plays Project Canadian Women & Sport: <ul style="list-style-type: none"> » Gender Equity Assessment Tool » Same Game Toolkit » Gender Equity Lens (Training) » Intersectionality Resource Respect Group: Keeping Girls in Sport (Training)
Indigenous Communities	<ul style="list-style-type: none"> Sport for Life: Indigenous LTPD Sport Organization Guide Cultural Awareness Training <ul style="list-style-type: none"> » CAC: Aboriginal Coaching Module » University of Alberta: Indigenous Canada Training » Sanyas: Anti-Racism Cultural Safety Training » CAC: Anti-Racism in coaching Charity Village, The Small Nonprofit Podcast: Sharing the Responsibility for Decolonization

2SLGBTQI+	<ul style="list-style-type: none"> • viaSport: <ul style="list-style-type: none"> » LGBTQI2S Inclusion Readiness Checklist » Creating Inclusive Environments » Inclusion in Sport Coaching Resource • You Can Play: Pronouns – Respect starts with inclusive language • Canadian Women & Sport: Leading the Way: Working with LGBT Athletes and Coaches • Government of Canada: Inclusive writing reference sheet
Newcomers to Canada	<ul style="list-style-type: none"> • Sport for Life: For Every New to Canada Participant 2.0 • Canadian Women & Sport: Engaging Newcomer Girls & Women • SIRC: Five Recommendations to Authentically Engage Newcomers in Sport
Adaptive & Para Sport Opportunities	<ul style="list-style-type: none"> • viaSport & UBC: Level the Field Disability Inclusion in Sport Community Engagement Research • viaSport: Accessibility Audit Tool • SIRC: Becoming para ready • SIRC: How para athlete transfer can broaden development pathways • ResearchGate: Coach and Athlete Perspectives on Talent Transfer in Paralympic Sport

Excellence

	Resources
Provincial Team Selection	<ul style="list-style-type: none"> • True Sport: Player Selection Process for team sports • Sport Law: Improving your selection policies • SDRCC: Selection Criteria for Major Events in Sport • Sport New Zealand: Guide to Running Good Trials and Selection Processes • European Journal of Sport Science: Selection procedures in sports: Improving predictions of athletes' future performance
High performance Strategy	<ul style="list-style-type: none"> • Government of Canada: Canadian High Performance Sport Strategy • Datapine: Your Ultimate Guide to Modern KPI Reports
Talent Identification and Recruitment	<ul style="list-style-type: none"> • RBC Training Ground program

Coaching & Officiating

	Resources
Coaching Pathway	<ul style="list-style-type: none"> Coaching Association of Canada: Know your NCCP pathway
Trained and Certified Coaches	<ul style="list-style-type: none"> viaSport: Multi-Sport NCCP education calendar
Officials Education	<ul style="list-style-type: none"> Sport for Life: Long Term Officials Development
Trained and Certified Officials	<ul style="list-style-type: none"> National Association of Sports Officials: Guidance on recruiting and retaining sport officials (materials are US based but the themes apply universally) Canadian Sport Institute: Powering Podiums – Retaining officials through the pathway
Coach Professional Development Opportunities	<ul style="list-style-type: none"> Coaching Association of Canada: Women in Coaching viaSport: Multi-sport mentorship opportunities

Organizational Readiness

	Resources
Board of Directors	viaSport Governance Toolkit: <ul style="list-style-type: none"> » Board Role Descriptions » Skills Matrix » Board Onboarding » Board Committees • SIRC: Board Composition • CCES: Governance Essentials training
Strategic Planning	<ul style="list-style-type: none"> Charity Village: Key Performance Indicators
Governance	<ul style="list-style-type: none"> SIRC: Better Governance Principles viaSport Governance Toolkit: Conflict of Interest Imagine Canada Standards Program
Safe Sport Policies	<ul style="list-style-type: none"> viaSport: BC Universal Code of Conduct
Financial Accountability	<ul style="list-style-type: none"> Imagine Canada Standards Program Alberta Community Development: Nonprofit Financial Management

Safe Sport Practices	<ul style="list-style-type: none"> • viaSport: PlaySafe BC tools • viaSport: Safe sport education recommendations • TrueSport
Member Engagement	<ul style="list-style-type: none"> • viaSport: Creating a Communications Action Plan Part 1 • viaSport: Creating a communications action plan part 2 • viaSport: Social media tool-kit
Volunteer Recruitment and Retention	<ul style="list-style-type: none"> • viaSport: Volunteerism in the BC Sport Sector • Canadian Code of Volunteer Involvement
Risk Management	<ul style="list-style-type: none"> • Imagine Canada Risk Management Basics • CCES: Risk Registry • Alberta Community Development Board Development Video series: Types of Risk • viaSport: HR Playbook
Injury Prevention & Concussion Management	<ul style="list-style-type: none"> • Active and Safe Central, a website with recommendations for prevention of the most common injuries and a wide range of sports • Concussion Awareness Training Tool, best practices in concussion recognition, management, etc
Revenue Generation	<ul style="list-style-type: none"> • Government of Canada: An Act to Amend the Income Tax Act • Alberta Community Development: Grant Writing 101 video series