

Canadian Sport Policy 2012



Endorsed by Federal, Provincial and Territorial Ministers responsible
for sport, physical activity and recreation
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CANADIAN SPORT POLICY 2012

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CANADIAN SPORT POLICY 2012 EXECUTIVE SUMMARY

Governments have been involved in sport since the early part of the twentieth century because they recognize sport as a powerful means of enhancing society's health and well-being. Over the past few decades in Canada, increasing collaboration among federal-provincial/territorial governments in sport demonstrated governments' responsibility for articulating public policy, and culminated in the creation of a Canadian Sport Policy (CSP) in 2002.

The vision of the 2002 policy reflected governments' desire for increased effectiveness of the sport system and for Canadian athletes to move to the forefront of international sport. With the Policy's ten-year time span complete, a new policy ("the Policy") with an expanded vision, new goals, and additional stakeholders, takes its place.

This Policy sets direction for the period 2012-2022 for all governments, institutions and organizations that are committed to realizing the positive impacts of sport on individuals, communities and society.

POLICY VISION

A dynamic and innovative culture that promotes and celebrates participation and excellence in sport.

POLICY VALUES

Fun
Safety
Excellence
Commitment
Personal Development
Inclusion and Accessibility
Respect, Fair Play and Ethical Behaviour

POLICY PRINCIPLES

Fundamental to the Policy is the assumption that quality sport is dependent on seven principles appropriately integrated into all sport-related policies and programs:

Values-based: All sport programs are values-based, designed to increase ethical conduct and reduce unethical behaviour.

Inclusive: Sport programs are accessible and equitable and reflect the full breadth of interests, motivations, objectives, abilities, and the diversity of Canadian society.

Technically sound: Principles of long-term participant development inform sport programs in all contexts of sport participation, recognizing that different participant pathway models exist across jurisdictions.

Collaborative: Sport is built on partnerships with other sectors – most importantly with Education and Recreation – and is fostered through linkages with community organizations, service providers, and the private sector.

Intentional: Sport programs are based on clear objectives in order to achieve their desired outcomes.

Effective: Monitoring and evaluation of programs and policies support improvement, innovation and accountability. A research agenda supports the identification of conditions under which programs and policies have the strongest potential to deliver on their objectives.

Sustainable: Organizational capacity, partnerships, innovative funding, sharing and economizing of resources, exist to achieve system objectives.





POLICY GOALS

- **INTRODUCTION TO SPORT**

Canadians¹ have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.

- **RECREATIONAL SPORT**

Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.

- **COMPETITIVE SPORT**

Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.

- **HIGH PERFORMANCE SPORT**

Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

- **SPORT FOR DEVELOPMENT²**

Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

IMPLEMENTATION

The Policy is designed as a 'roadmap' that establishes direction and desired outcomes. It provides the flexibility for governments and NGOs to contribute to goals consistent with their core mandates and jurisdictions. The Policy will be implemented by complementary action plans developed by governments individually and collectively, bi-laterally and multi-laterally, and by non-government organizations (NGOs) in the sport and related sectors.

Note: The Policy must be interpreted in respect of the jurisdiction of each government. Nothing should be interpreted in such a way as to override the jurisdiction of the respective governments. Furthermore, each government will determine which of the goals and objectives of the Policy they plan to pursue, taking into account their relevance to jurisdictional mandate and priorities.

¹ A desired outcome of the Policy is that both the number and diversity of Canadians participating in sport will increase between 2012 and 2022.

² Quebec recognizes the positive impact of sport on economic and social development; however it cannot subscribe to this goal as part of a Canadian sport policy.

CANADIAN SPORT POLICY 2012

1. INTRODUCTION

This Policy sets direction for the period 2012-2022 for all governments, institutions and organizations that are committed to realizing the positive impacts of sport on individuals, communities and society.

In 2010, a renewal process of unprecedented breadth, scope and transparency – involving governments, NGOs and communities – was launched. Its purpose was to build on the success of the 2002 Canadian Sport Policy and ensure an effective transition to its successor (“the Policy”) in 2012.³

Partnerships were established with key stakeholders in sport and related sectors to guide the renewal process. Each government carried out consultations to map the landscape of sport in Canada, reflecting accurately where and how sport is played, and to understand the values, motivations and needs of its participants and providers.

Canadians from diverse backgrounds, sectors and communities sent a clear message that sport is an essential part of life in Canada. The accomplishments of our athletes give Canadians a source of pride, as does the vibrant sport practised in communities from coast to coast to coast. Sport provides a means for personal and social development, as well as being an end in itself.

Looking Forward

The success of Canadian athletes at major international games and competitions, particularly the 2010 Winter Olympic and Paralympic Games, demonstrates that excellence is an aspiration worthy of focussed and continued pursuit. Looking forward, it will be necessary to build on the successful practices and lessons learned during preparation for the Games, so that Canada’s place among top sporting nations is solidified.

Canadians have identified population health, community building, social development, nation building, and civic engagement as areas in which sport can make the greatest contributions to Canadian society over the next ten years.⁴ These contributions are significant as Canada faces several challenges: obesity, physical inactivity and related health

problems, an aging population, and increased diversity of the Canadian population. Sport participation must reflect and accommodate Canada’s changing demographics. Sport participation must meet high standards in its design and delivery, and the potential of sport must be leveraged to achieve positive societal outcomes.

Sport is potentially a powerful agent of social change and innovation.

The sport community is well-positioned to contribute to positive societal outcomes and to play a role in fostering the growth of community networks working toward these outcomes.

– Public Policy Forum (2011)

Ultimately, high quality, intentionally designed sport programming can contribute to the following broad societal outcomes.

Excellence: Canadians excel in sport to the extent of their abilities, and excellence is embraced as an aspiration worthy of pursuit in all facets of delivery and practice.

Enhanced education and skill development: Canadians gain physical literacy and sport skills that allow them to participate, compete and excel in sport, deriving personal pleasure and pride in their accomplishments, and skills that can be transferred to other fields of practice.

Improved health and wellness: Canadians participate in sport activities in a manner that strengthens their personal development, provides enjoyment and relaxation, reduces stress, improves physical and mental health, physical fitness and general well-being, and enables them to live more productive and rewarding lives.

Increased civic pride, engagement and cohesion: Canadians feel proud, united and connected to their communities through participation in, and hosting of, sport activities, events and major games.

Increased economic development and prosperity: Canadians improve their standard of living and economic well-being through sport; communities benefit from healthier citizens and the reduction of health care costs; and the sport and tourism sectors benefit from legacies of hosting of local, regional, national and international sport events.

³ A summary of key differences between the policies is contained in the Annex.

⁴ As summarized in the Conference Board of Canada’s analysis of Canadian Sport Policy renewal consultation data.



2. POLICY VISION

The vision for the Policy is to have, by 2022:

A dynamic and innovative culture that promotes and celebrates participation and excellence in sport.

Implicit in the vision is the notion that Canada is a leading sport nation where all Canadians can pursue sport to the extent of their abilities and interests, including performing at the highest competitive levels; and where sport delivers benefits, for increasing numbers, to individual health and well-being, and contributes to socio-economic outcomes.

“A dynamic and innovative culture...”

The vision emphasizes a commitment to learning and implementing best practices in an ever-changing environment. This includes building collaborative partnerships and linkages within the sport system, as well as with other sectors such as education and health, with municipalities, local governments and community organizations, and with schools, recreation providers and the private sector.

The vision also recognizes the importance of creative, progressive approaches to resource sharing, infrastructure development, community partnerships, and program delivery. The vision reflects the importance of nurturing a culture that develops all aspects of sport participation, is proud of its high performance athletes, and leverages sport for the benefit of its youth and the enhancement of its communities.

“...that promotes and celebrates participation and excellence in sport.”

The broadness of the vision is intended to resonate with Canadians involved in the practice and provision of sport in all its forms and contexts, including organized and unorganized, in schools, colleges and universities, parks, and public and private sport centers.

Participation includes all individual sport participants⁵, organizations and sectors involved in the realization of broader socio-economic outcomes through sport.

Excellence is embraced in all contexts and facets of sport delivery and practice, and Canadians participate and excel to the full extent of their abilities.

3. POLICY VALUES

Values are the foundation of participation in sport by all Canadians. Stakeholders are encouraged to use the following sport values, as identified by Canadians⁶, to inform the design and implementation of policies and programs, recognizing that their interpretation, application and emphasis are context-specific:

**Fun
Safety
Excellence
Commitment
Personal Development
Inclusion and Accessibility
Respect, Fair Play and Ethical Behaviour**

⁵ Individual sport participants include athletes, coaches, officials, administrators, leaders, educators, sponsors, organizers, spectators and parents.

⁶ The list of values was developed by the Conference Board of Canada based on data that was collected in April to August 2011, from a series of more than 50 consultation sessions with over 500 total respondents and an e-survey with a sample of 3300 respondents.

4. POLICY PRINCIPLES

Fundamental to the Policy is the assumption that quality sport is dependent on seven principles appropriately integrated into all sport-related policies and programs:

Values-based: All sport programs are values-based, designed to increase ethical conduct and reduce unethical behaviour.

Inclusive: Sport delivery is accessible and equitable and reflects the full breadth of interests, motivations, objectives, abilities, and the diversity of Canadian society.

Technically sound: Principles of long-term participant development inform programming in all contexts of sport participation, recognizing that different participant pathway models exist across jurisdictions.

Collaborative: Sport is built on partnerships with other sectors – most importantly with Education and Recreation – and is fostered through linkages with community organizations, service providers, and the private sector.

Intentional: Sport programs are based on clear objectives in order to achieve their desired outcomes.

Effective: Monitoring and evaluation of programs and policies support improvement, innovation and accountability. A research agenda supports the identification of conditions under which programs and policies have the strongest potential to deliver on their objectives.

Sustainable: Organizational capacity, partnerships, innovative funding, and sharing and economizing of resources exist to achieve system objectives.

For sport to achieve its potential as a driver of personal and social development, sport programming must be of sufficient quality in relation to the varied motivations, interests and abilities of participants.

Quality sport is values-based and appropriately inclusive, technically-sound, collaborative, intentional, effective and sustainable.

5. POLICY FRAMEWORK

The Policy's framework draws on the full spectrum of sport practice in Canada. The graphic below identifies four common contexts of sport participation plus physical literacy, and key sectors involved in and influenced by sport participation.

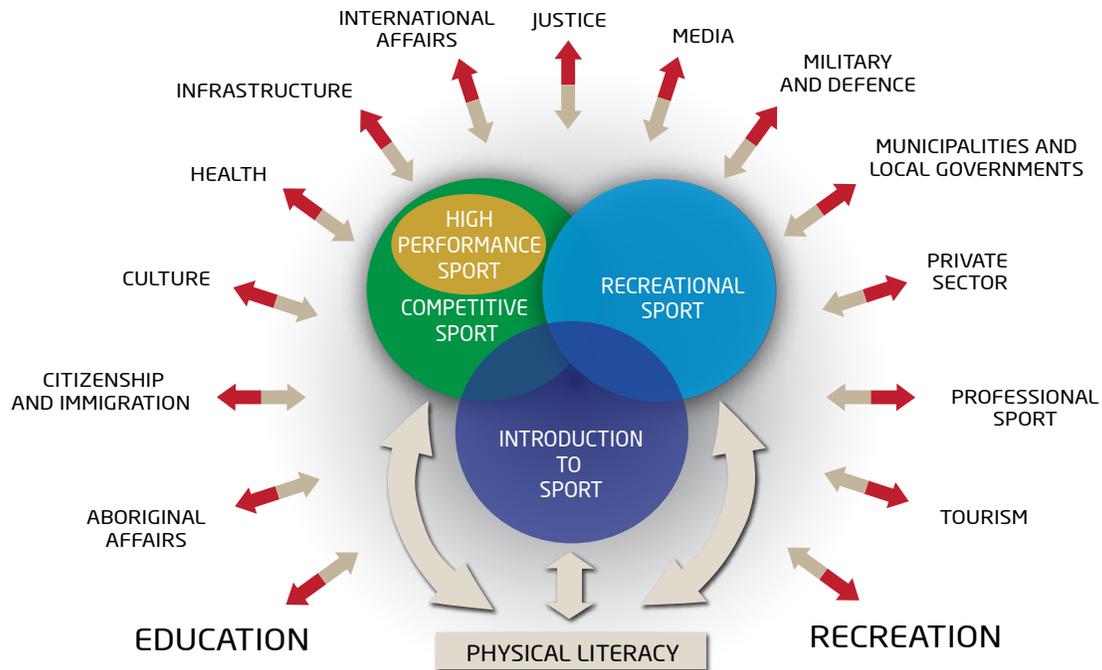
Contexts of Sport Participation

For the purposes of the Policy, participation in sport is characterized by four general contexts: introduction to sport, recreational sport, competitive sport, and high performance sport. The graphic demonstrates the complementary nature and interdependence of the contexts. The graphic also recognizes movement of participants between the contexts; movement that can be fluid, self-directed and multi-directional.

While professional sport enterprises are beyond the scope of this policy, their powerful influence on sport and society, both positive and negative, cannot be ignored. Examples of exceptional role modeling and community-building by professional athletes and organizations serve as inspiration. The often-sensationalized incidents of violence, doping and cheating distort sport's most fundamental values, and necessitate vigilance and proactive measures to protect the integrity of sport and its potential contribution to society.



CSP 2012 Policy Framework



The graphic identifies four common contexts of sport participation plus physical literacy, and key sectors involved in and influenced by sport participation.

■ Sport for Development ■ Sport Development

Physical Literacy

Physical literacy is the ability of an individual to move with competence and confidence in a wide variety of physical activities in multiple environments that benefit the healthy development of the whole person.⁷ Physical literacy is important for every individual, because it is related to the holistic nature of a person, the importance of our relationship to the environment in which we live, and the role of movement in the development of both cognitive functions and sense of self.⁸

Physical literacy is recognized as a precondition for the lifelong participation in, and enjoyment of, sport. Ideally, development of physical literacy is begun in childhood and improved

throughout one's life. It is both a driver of performance for the competitive athlete and a foundation for active living and health for everyone. Physical literacy can be learned through physical activities other than sport, such as physical education and play. As such, it provides a basis for collaboration with non-sport partners.

Physical literacy is depicted in the graphic because it provides the foundation for optimal participation in each of the contexts. Physical literacy is one of numerous essential conditions for quality participation in sport and is highlighted in this graphic because of its current relevance to policy stakeholders. Its inclusion in the graphic also recognizes the important role sport participation plays in contributing to physical literacy.

⁷ Physical and Health Education Canada, 2010.

⁸ Whitehead, 2007.

Sport and Socio-economic Development

The outer ring of the graphic depicts the potential for partnerships and linkages between sport and other sectors. The double arrows pointing to and away from the related sectors illustrate both their contributions to sport development and the opportunities that exist to use sport as a tool for social and economic development.

The education and recreation sectors, under provincial and territorial jurisdictions, play critical roles in sport participation as both providers and partners in its delivery. Educators recognize the many academic and developmental benefits derived from sport participation. Accordingly, sport is included in school curricula and in after-school, interscholastic and intramural programming. Schools play an essential role in increasing and promoting programs that allow participants to develop physical literacy, to learn and practice the fundamentals of sport, and to participate in sport recreationally or competitively. Post-secondary institutions are significant contributors through opportunities for participation, building and managing facilities, training leaders, officials, administrators and volunteers, and conducting research and evaluation.

In the recreation sector, local governments and municipal recreation departments provide facilities and infrastructure, deliver sport programs, train leaders, officials, administrators and volunteers, and stage sport festivals and events. The recreation sector plays a large role in facilitating sport's contribution to personal, community and socio-economic development.

6. POLICY GOALS AND OBJECTIVES

The following five broad goals of the Policy are presented in relation to the elements presented in the policy framework graphic on page 7.

• INTRODUCTION TO SPORT

Canadians⁹ have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.

⁹ A desired outcome of the Policy is that both the number and diversity of Canadians participating in sport will increase over the timeframe of 2012-2022.

• RECREATIONAL SPORT

Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.

• COMPETITIVE SPORT

Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.

• HIGH PERFORMANCE SPORT

Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

• SPORT FOR DEVELOPMENT

Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

A desired outcome of the Policy is that both the number and diversity of Canadians participating in sport will increase over the timeframe of 2012-2022. Under each of the five goal statements, policy objectives are presented to enhance the quality of sport programming and its potential to achieve intended outcomes. The objectives also help existing and new partners and stakeholders to understand their important role in implementing the Policy.

Each context of sport participation is characterized by its unique set of stakeholders, support needs and outcomes, and by the motivations, interests and abilities of its participants. The framework reflects only the contexts in which sport participation occurs, without prescribing or proposing pathways between the contexts. However, each context can often be associated with stages of participant development as described in long-term participant development models.

Several objectives are relevant to more than one policy goal. An asterisk (*) at the end of the objective indicates that this objective is also found under other Policy goals. These common objectives are repeated under each relevant goal to ensure clarity for the reader.



INTRODUCTION TO SPORT

In the Introduction to Sport context, participants are introduced to the fundamentals of sport through programs delivered primarily by clubs and schools, and local recreation departments. Participants develop sport-specific skills with an emphasis on fun, a positive attitude toward sport, and healthy human development.¹⁰

This context is most closely related to the acquisition of fundamental movement skills and positive attitudes, contributing to an individual's physical literacy and life-long appreciation of, and participation in, sport. Fundamental movement skills can be learned through a variety of organized and unorganized sport and physical activities. This highlights the need for linkages and partnerships with other sectors, such as education and recreation, which have the potential to provide programming, leadership and facility access.

While this context is relevant to those being introduced to a sport at any age, it is often associated with the earliest stages of long-term participant development, for example, Active Start and FUNdamentals, as described in Canadian Sport for Life (CS4L), or the equivalent stages described in other participant development models.

¹⁰ Healthy human development includes areas such as physical fitness, physical and mental health, psychological well-being, social competency, and cognitive ability.

Policy Goal

Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.

Policy Objectives

1. Leaders, educators and parents support the development of physical literacy and safe, healthy, values-based play and sport among children and youth.
2. Opportunities are provided for persons from traditionally underrepresented and/or marginalized populations to actively engage in all aspects of sport participation, including leadership roles.*¹¹
3. Partnerships among sport and other sectors deliver quality age and stage-appropriate programs to an increasing number of participants.*
4. Programming is accessible, equitable and inclusive to meet the needs, motivation and interests of participants in a fun and safe experience.*
5. Children and youth have access to safe and appropriate spaces for unstructured play and self-organized sport.
6. Educators¹² increase the opportunities for children to learn and practice the fundamentals of sport.

¹¹ An asterisk indicates that the objective appears under more than one policy goal.

¹² The term 'educators' includes early childhood education, elementary, secondary and post-secondary teachers and administrators, teaching assistants, ministries of education, and Boards of Education.

RECREATIONAL SPORT

In the Recreational Sport context, individuals participate in organized and/or unorganized sport programs or activities. These are delivered primarily by clubs, schools and recreation departments of municipalities and local governments and often involve some form of competition. In this context, even when participation is competitive, participants are motivated primarily by fun, health, social interaction and relaxation.

Intentionally designed, barrier-free and relevant sport programming can help benefit physical health, mental health and psychological well-being. In this context, it is particularly effective to promote customized, quality programming for traditionally underrepresented and/or marginalized populations to increase participation and the personal and social benefits. Strong linkages and partnerships with stakeholders in other sectors, such as education and recreation, will help ensure recreational sport can achieve its potential in personal and social development.

This context is most often associated with the FUNdamentals, Active for Life, Learn to Train, and Train to Train stages of participant development, as described in CS4L or the equivalent stages described in other participant development models.

Policy Goal

Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.

Policy Objectives

1. Opportunities are provided for persons from traditionally underrepresented and/or marginalized populations to actively engage in all aspects of sport participation, including leadership roles.*¹³

¹³ An asterisk indicates that the objective appears under more than one policy goal.

2. Qualified community coaches and leaders deliver technically sound sport fundamentals and guidelines for ethical conduct.
3. Partnerships among sport and other sectors deliver quality age and stage-appropriate programs to an increasing number of participants.*
4. Linkages and partnerships are fostered and supported among municipalities / local governments, schools, provincial/territorial and national sport organizations to provide leadership and resources for recreational sport programs.
5. Programming is accessible, equitable and inclusive to meet the needs, motivation and interests of participants in a fun and safe experience.*
6. Capable volunteers and salaried workers are recruited and retained in order to achieve system objectives.*
7. Collaboration among community, regional and provincial/territorial partners supports the development of sustainable sport facilities, green spaces and equipment accessible to all citizens.
8. Linkages and partnerships between and among sport organizations, municipalities / local governments, and educational institutions align and leverage athlete, coach and officials' development and maximize facility utilization.*
9. Facilities developed for major games and events are available after-use for all members of the community.





COMPETITIVE SPORT

In the Competitive Sport context, programming is focused on facilitating the pursuit of competitive objectives by participants, and is organized and regulated within an agreed upon set of rules and codes of conduct. The objective of the competitive sport system is to ensure that the essential elements are in place and aligned so that participants can pursue their objectives in a safe and ethical manner, and also excel to the extent of their abilities.

The sport system and its efforts to ensure technically-sound programming have evolved significantly in recent years with the refinement of the National Coaching Certification Program and the wide-spread effort to base athlete development programs on long-term athlete/participant development principles. Progress in this area needs to continue.

The Competitive Sport context is still fundamentally dependent on volunteers at a time when numbers are declining and the need for salaried positions is growing. In addition, a number of other elements need to be strengthened including coaching and instruction, officiating, facilities and equipment, interscholastic sport, and organizational capacity and governance. Stronger alignment among the various elements of the system is essential to improve efficiencies and effectiveness, from the community to provincial/territorial and national levels of sport. Finally, governments and sport organizations need to continue their efforts to partner with the private sector in pursuit of common objectives.

This context is most often associated with the Train to Train, Train to Compete, and Train to Win stages of participant development, as described in CS4L or the equivalent stages described in other participant development models.

Policy Goal

Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.

Policy Objectives

1. All participants in Canadian competitive sport adhere to a code of ethics and code of conduct.*¹⁴
2. Opportunities are provided for persons from traditionally underrepresented and/or marginalized populations to actively engage in all aspects of sport participation, including leadership roles.*
3. Sport programming is based on sound science and principles of long-term athlete/participant development and promotes safe and ethical participation.
4. Athletes at all levels of competitive sport have access to quality coaching that is based on sound science and principles of coach development.
5. Sport competitions are officiated by competent officials who have the knowledge, skills and judgment to support fair and safe competition.*

¹⁴ An asterisk indicates that the objective appears under more than one policy goal.

6. Linkages and partnerships between and among sport organizations, municipalities / local governments, and educational institutions align and leverage athlete, coach and officials' development and maximize facility utilization.*
7. Capable volunteers and salaried workers are recruited and retained in order to achieve system objectives.*
8. Key stakeholders have the organizational capacity, i.e., governance, human and financial resources, to achieve system objectives.*
9. Roles and responsibilities in the competitive sport system are clearly defined in the context of organizational capacity to achieve system objectives.*
10. New approaches to building a sustainable and diversified public and private resource base are explored and implemented for the ongoing development of sport.*

HIGH PERFORMANCE SPORT

In the High Performance context, the most talented athletes perform at the highest levels of competition. Athletes require highly-specialized coaching, facilities, and athlete services. In turn, athletes are expected to show respect for, and adhere to rules and ethics, and to demonstrate a strong commitment to succeed at the highest level.

To effectively deliver high performance sport, several fundamental elements need to be strengthened including: coordination and communication among governments and key stakeholders; athlete support, coaching and technical leadership; research and innovation in training methods and equipment design; the development of qualified and ethical officials; and athlete talent identification, recruitment and development.

The promotion of Canadian interests through international decision-making bodies is also an essential element of High Performance sport that needs to be strengthened.

This context is most often associated with the Train to Compete and Train to Win stages of participant development, as described in CS4L or the equivalent stages described in other participant development models.

Policy Goal

Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

Policy Objectives

1. All participants in Canadian competitive sport adhere to a code of ethics and code of conduct.*¹⁵

¹⁵ An asterisk indicates that the objective appears under more than one policy goal.





2. Canadians are leaders internationally in the promotion of positive values, anti-doping and ethics in sport.
3. Leading-edge scientific practices and knowledge are integrated into athlete and coach development.
4. Technical leaders plan and deliver world-class high performance programs.
5. Sport competitions are officiated by competent officials who have the knowledge, skills and judgment to support fair and safe competition.*
6. Linkages and partnerships between and among sport organizations, municipalities / local governments, and educational institutions align and leverage athlete, coach and officials' development and maximize facility utilization.*
7. All hosting partners adhere to a coordinated national strategy for hosting major national and international sport events to maximize their contribution to sport and community-building objectives.
8. Strategies for the systematic identification and development of potential high performance athletes are established and implemented.
9. Performance targets for major international events guide expectations and assist in the evaluation of performance and the effectiveness of the sport system.
10. Key stakeholders have the organizational capacity, i.e., governance, human and financial resources, to achieve system objectives.*
11. Roles and responsibilities in the high performance sport system are clearly defined in the context of organizational capacity to achieve system objectives.*
12. New approaches to building a sustainable and diversified public and private resource base are explored and implemented for the ongoing development of sport.*
13. More Canadian sport leaders serve in high level positions in international sport federations and international multisport organizations.

SPORT FOR DEVELOPMENT ¹⁶

Recognizing that sport participation in all contexts contributes to community building in a wide variety of ways, sport is being used intentionally, with increasing frequency, for social and economic development purposes.

Social development takes various forms. Canadians have a tradition of leadership in international development using sport as a vehicle for social change and development. Social issues that can be addressed through sport include those relating to humanitarian, cultural, ethical and peace-building interests.

There are also many opportunities within Canada to work together to deliver sport programs designed to build respect, tolerance and foster inter-cultural awareness and relationships, assist in the integration of new Canadians, and provide opportunities for youth at risk.

Additionally, Olympians, Paralympians and other high performance athletes serve as valuable role models promoting sport and all its benefits, while their performance inspires a striving for excellence in all aspects of human endeavor.

With regard to economic development, sport is integrated into policies and programs targeting the promotion of healthy

living and reductions in health care costs. Further, in addition to sport development, one of the prime motivations for the hosting of sport events by local, regional, national and international partners is the realization of economic gains.

Unlike the four contexts of sport participation, sport for development is not generally associated with pathways or stages of development as described in CS4L or other participant development models. The emphasis is on socio-economic outcomes, not the systematic technical development of the participant.

Policy Goal:

Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

Policy Objectives:

1. The development of athletes as leaders and role models in sport and society is supported.
2. Sport, community and international development organizations collaborate to leverage sport programming intentionally for domestic and international social development.
3. Sport-related sectors incorporate sport intentionally to achieve social development objectives.
4. Sport events are intentionally designed and delivered to benefit host communities and local economies.

¹⁶ Quebec recognizes the positive impact of sport on economic and social development; however it cannot subscribe to this goal as part of a Canadian sport policy.





7. POLICY IMPLEMENTATION AND ACTION PLANS

The Policy is ambitious in its effort to improve the full spectrum of sport in Canada. Whereas CSP 2002 was essentially a government policy centred on competitive sport and traditional sport sector stakeholders, the focus of CSP 2012 is broader. The importance of forging linkages – both within the sport system and with stakeholders beyond it – cannot be overemphasized. Resources and creativity from a broad array of partners in both sport and related sectors will drive the success of the Policy.

Linkages and collaboration offer the opportunity to increase participation and share resources. The following linkages are particularly noteworthy: among NSOs, P/TSOs, municipal clubs and community organizations; between the Sport, Education and Recreation sectors – among NGOs and within governments; and between federal, provincial and territorial governments and their departments.

Consistent with the first CSP, this approach to implementation will respect the existing roles and responsibilities of the federal and provincial/territorial governments that are described in the National Recreation Statement (1987) and other existing governmental agreements addressing specific jurisdictional realities.

The “road map” metaphor helps different organizations see where and when their various paths converge and diverge so that they can take advantage of synergies and manage tensions more effectively. In this view, the task of the Policy is not to organize through prescription. Rather it treats the community as a self-organizing network of people, organizations and interests and goals. But this does not mean “anything goes” or that there are no rules, signposts, destinations or dead-ends. A roadmap includes all these but it does so in a way that allows people to make their own choices about which goals they will work to further and how they will do so.

- Public Policy Forum (2010)

The renewed policy direction is supported by governments and non-government stakeholders to the extent of their desired commitment. The development of complementary action plans, both individual and collective, will advance specific elements of the Policy. It is expected that action plans will be developed over 2012 and 2013.

An important feature of the Policy will be the incorporation of a mechanism to share the action plans of governments and NGOs and to monitor progress towards achieving the five goals of the Policy over its 10-year life.

Accordingly, successful implementation of the Policy will require:

- Commitment by federal and provincial/territorial governments in the forms of action plans (individual and collective) and linkages with other departments
- Commitment by NGOs in the form of aligned action plans, promotion of the Policy's goals among their memberships, and linkages with other sectors
- Strategic communication of the Policy and its implementation throughout the sport community and related sectors in order to invite and maintain the engagement of stakeholders and partners
- Assessment of progress through on-going and transparent monitoring of implementation led by each government and NGO
- Oversight of policy implementation to identify and respond to emerging issues, opportunities and changes in the environment, and

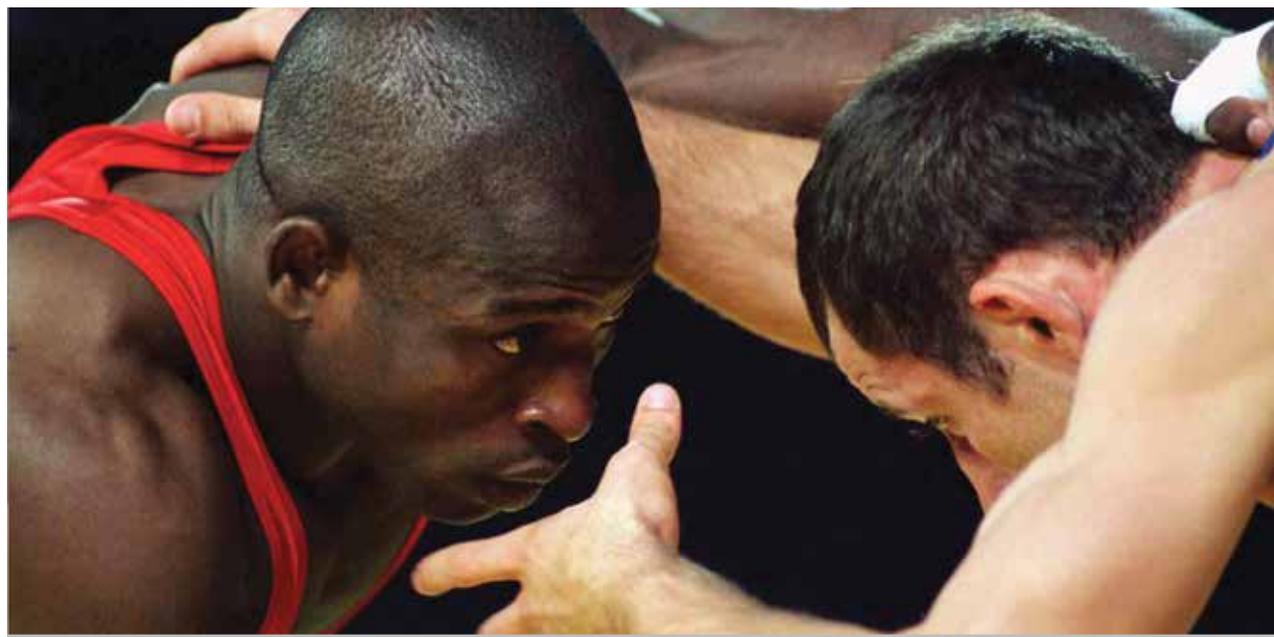
- Consideration of opportunities to align the implementation of current and future policies in related sectors with that of the Policy to take advantage of synergies and opportunities for collaboration.

The emphasis on linkages and partnerships is *transformational*.

Implementation in this key area will be both challenging and incremental, but will ultimately constitute one of the single most critical indicators of the Policy's success.

8. ROLES OF GOVERNMENTS AND KEY STAKEHOLDERS

The Policy sets direction for the period 2012-2022 for all governments, institutions and organizations throughout Canada that hold a stake in sport and its positive impacts on individuals, communities and society. There are a multitude of individuals, organizations and institutions that contribute to the development and delivery of sport in each of the four sport participation contexts and in relation to each of the five goals. In many cases, the roles, like the sport system, are evolving.





Federal-Provincial/Territorial Governments

The federal government supports high performance athlete, coach and sport system development at the national level through support to national sport organizations, national sport centres and multisport service organizations; direct funding to athletes; and support for hosting national and international sport events. It is committed to: ensuring access to services in English and French; the inclusion of traditionally marginalized groups in sport; policy and program coordination amongst governments; and the promotion of Canadian sport and its values internationally. The federal government also supports sport participation across all contexts through funding to national sport organizations and collaboration with provincial/territorial governments.

Provincial/territorial governments' areas of focus are the support for participation and volunteerism, athlete development, coaching and coach education, training of officials, and high performance sport through provincial/territorial sport organizations and national and regional sport centres. Provincial/territorial governments provide support to hosting provincial, regional and national Games, as well as international events. They are committed to enhancing access for traditionally underrepresented and/or marginalized populations, promoting sport and its values within their jurisdictions, and working with the federal government and each other to coordinate policy and programs.

The current federal-provincial/territorial agreement on mutual roles and responsibilities is articulated in the National Recreation Statement (1987) and other existing governmental agreements addressing specific jurisdictional realities.

Within each province and territory, local governments and educational institutions support sport participation in all four contexts, build, maintain and upgrade sport and recreation

facilities, and host sport events. The following chart depicts a generic, non-exhaustive list of other stakeholder groups and the goals in relation to which they are currently playing a primary role:

PRIMARY ROLES OF KEY STAKEHOLDERS

	Introduction to Sport	Recreational Sport	Competitive Sport	High Performance Sport	Sport for Development
Athletes / Participants	✓	✓	✓	✓	✓
Parents / Guardians	✓	✓	✓	✓	
Coaches / Leaders	✓	✓	✓	✓	✓
Officials		✓	✓	✓	
Administrators	✓	✓	✓	✓	✓
National Sport Organizations			✓	✓	✓
Provincial / Territorial Sport Organizations	✓	✓	✓	✓	✓
Local Sport Clubs / Associations	✓	✓	✓	✓	
National Multi Sport Organizations		✓	✓	✓	✓
Provincial / Territorial Multi Sport Organizations	✓	✓	✓	✓	
Provincial / Territorial Sport Federations	✓	✓	✓		✓
Community Sport Councils	✓	✓	✓		
Corporations and Private Business	✓	✓	✓	✓	✓
Educational Institutions	✓	✓	✓	✓	✓
Local Service Clubs	✓	✓			✓



9. MONITORING AND EVALUATION

To enhance the clarity of policy direction and to focus program design, the Policy is grounded in the logic model presented below. The logic model describes what the Policy is, what it will do, and how investments link to results. It informs and aligns planning, implementation, monitoring and evaluation, and communication. Ultimately, through the integration of action plans, the logic model will depict how government and stakeholder activities contribute to the achievement of the Policy's objectives and goals. The model will also serve to identify opportunities for alignment and partnership with potential community and non-sport sector partners.

Federal-Provincial/Territorial Governments will establish an Implementation and Monitoring Group responsible for collating and sharing the action plans of governments and NGOs, and for monitoring progress. This group will oversee the development of appropriate indicators and metrics and ensure that longer-term pan-Canadian impacts are tracked and evaluated. It is expected that individual governments and organizations will be responsible for assessing their own programs and developing their own indicators and metrics for monitoring and evaluating their contributions.

10. CONCLUSION

The creation of the first Canadian Sport Policy sparked change by stimulating collaboration among Canadian jurisdictions, and strengthening the sport sector's capacity to develop athletes and deliver sport. The policy's vision inspired shared efforts in the sport community, ultimately contributing unparalleled engagement, aspiration and passion to the process of its renewal.

The renewed Policy is a mature and exciting outcome of the original. It is more ambitious in its vision and goals and more reflective of the role sport plays for Canadians and their communities. It seeks to strengthen the networks, resources and infrastructure of the sport system. Sport can be at the heart of community building through the deliberate engagement of new partners on local issues and in outreach to the populations they serve.

To realize the goals of the Policy by 2022, commitment will be required to drive its implementation. With the collaboration and combined actions of governments and non-government partners – at the community, provincial/territorial and national levels – Canada will achieve the Policy's vision, further affirming Canada's role as a world leader in sport.

CSP 2012 LOGIC MODEL

INPUTS / ACTIVITIES / OUTPUTS	IMMEDIATE OUTCOMES
<p>The inputs, activities and outputs are not yet available. They will be contained in the action plans of governments and stakeholders and will be added to this column as they become available.</p>	<ul style="list-style-type: none"> • Leaders, educators and parents are aware of the roles and benefits of physical literacy and safe, healthy, values-based play among children and youth • Sport providers are aware of strategies to engage persons from traditionally underrepresented and/or marginalized populations as participants and leaders • Sport and other sectors recognize the importance of enhanced collaboration to provide sport programs • Sport providers are aware of the conditions under which sport programming is accessible, equitable and inclusive and ensures a fun and safe experience • Municipalities and local governments are aware of the importance of environmental design to physical literacy development and sport • Educators are aware of strategies to provide physical literacy and sport opportunities
	<ul style="list-style-type: none"> • Community coaches/leaders are trained in technically sound sport fundamentals and ethical conduct • Municipalities / local governments, schools and sport organizations recognize the importance of enhanced collaboration to provide recreational sport programs • Sport providers are aware of strategies to recruit and retain volunteers and salaried workers • Community, regional and provincial / territorial partners recognize the importance of enhanced collaboration to share and expand facilities, green spaces and equipment • Sport organizations, municipalities / local governments and educational institutions collaborate to align participant development and maximize facility utilization • Facility developers and managers of major games and events recognize the after-use needs of and benefits to the community
	<ul style="list-style-type: none"> • Sport participants are aware of codes of ethics and conduct • Sport programmers are aware of principles of long-term athlete development • Competitive coaches are trained in technically sound performance and ethical conduct • Officials are trained in supporting fair and safe competition • Organizations understand their needs in relation to governance and organizational capacity • All stakeholders understand respective primary and potential roles and responsibilities in the competitive sport system • Sport organizations and potential partners are aware of innovative public-private funding models for the ongoing development of sport
	<ul style="list-style-type: none"> • Canadians promote positive values, anti-doping and ethics in sport • Sport leaders are aware of leading-edge scientific practices and knowledge • Technical leaders are aware of strategies to plan and deliver world class high performance programs • Event organizers are aware of a coordinated national strategy for hosting major national and international sport events to maximize their contribution to sport and community • Sport leaders are aware of strategies for the systematic identification and development of potential HP athletes • Stakeholders align performance targets used in monitoring and evaluation • Sport leaders are aware of opportunities to serve in high level positions in international sport federations and international multisport organizations.
	<ul style="list-style-type: none"> • Sport organizations recognize the importance of developing athletes as leaders • Sport, community and international development organizations recognize the importance of enhanced collaboration to leverage sport programming intentionally for domestic and international social development. • Sport-related sectors recognize the potential of sport to contribute to community building and social development objectives • Event organizers recognize the conditions under which sport events deliver benefits to host communities and local economies.

CSP 2012 OBJECTIVES	CSP 2012 GOALS	ULTIMATE OUTCOMES
<ul style="list-style-type: none"> Leaders, educators and parents support the development of physical literacy and safe, healthy, values-based play and sport among children and youth. Opportunities are provided for persons from traditionally underrepresented and/or marginalized populations to actively engage in all aspects of sport participation, including leadership roles.* (Also appears in REC and COMP) Partnerships among sport and other sectors deliver quality age- and stage-appropriate programs to an increasing number of participants.* (Also appears in REC) Programming is accessible, equitable and inclusive to meet the needs, motivation and interests of participants in a fun and safe experience.* (Also appears in REC) Children and youth have access to safe and appropriate spaces for unstructured play and self-organized sport. Educators increase the opportunities for children to learn and practice the fundamentals of sport. 	INTRODUCTION TO SPORT: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport	
<ul style="list-style-type: none"> Qualified community coaches and leaders deliver technically sound sport fundamentals and guidelines for ethical conduct in sport. Linkages and partnerships are fostered and supported among municipalities / local governments, schools, provincial/territorial sport organizations and national sport organizations to provide leadership and resources for recreational sport programs. Capable volunteers and salaried workers are recruited and retained in order to achieve system objectives.* (Also appears in COMP) Collaboration among community, regional and provincial/territorial partners supports the development of sustainable sport facilities, green spaces and equipment accessible to all citizens. Linkages and partnerships between and among sport organizations, municipalities / local governments and educational institutions align and leverage athlete, coach and officials' development and facility utilization.* (Also appears in COMP and HP) Facilities developed for major games and events are available after-use for all members of the community. 	RECREATIONAL SPORT: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation	Excellence Enhanced education and skill development Improved health and wellness
<ul style="list-style-type: none"> All participants in Canadian competitive sport adhere to a code of ethics and code of conduct.* (Also appears in HP) Sport programming is based on sound science and principles of long-term athlete development and promotes safe and ethical participation. Athletes at all levels of competitive sport have access to quality coaching which is based on sound science and principles of coach development. Sport competitions are officiated by competent officials who have the knowledge, skills and judgment to support fair and safe competition (Also appears in HP). Key stakeholders have the organizational capacity, i.e. governance, human and financial resources, to achieve system objectives.* (Also appears in HP) Roles and responsibilities in the competitive sport system are clearly defined in the context of organizational capacity to achieve system objectives.* (Also appears in HP) New approaches to building a sustainable and diversified public and private resource base are explored and implemented for the ongoing development of sport.* (Also appears in HP) 	COMPETITIVE SPORT: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner	Increased civic pride, engagement and cohesion Increased economic development and prosperity
<ul style="list-style-type: none"> Canadians are leaders internationally in the promotion of positive values, anti-doping and ethics in sport. Leading-edge scientific practices and knowledge are integrated into athlete and coach development. Technical leaders plan and deliver world-class high performance programs. All hosting partners adhere to a coordinated national strategy for hosting major national and international sport events to maximize their contribution to sport and community-building objectives. Strategies for the systematic identification and development of potential high performance athletes are established and implemented. Performance targets for major international events guide expectations and assist in the evaluation of performance and the effectiveness of the sport system. More Canadian sport leaders serve in high level positions in international sport federations and international multisport organizations. 	HIGH PERFORMANCE SPORT: Canadians are systematically achieving world-class results at the highest levels of competition through fair and ethical means	
<ul style="list-style-type: none"> The development of athletes as leaders and role models in sport and society is supported. Sport, community and international development organizations collaborate to leverage sport programming intentionally for domestic and international social development. Sport-related sectors incorporate sport intentionally to achieve social development objectives Sport events are intentionally designed and delivered to benefit host communities and local economies. 	SPORT FOR DEVELOPMENT: Canadian sport is used as a tool for social and economic development and the promotion of positive values at home and abroad	

11. REFERENCES

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ANNEX

Building on Success

The Canadian Sport Policy [...] is considered essential in guiding/directing and as a unifying force in, the sport system in Canada. The policy provided a vision and an opportunity for alignment by defining common goals and objectives and is the mechanism by which progress can, and is being made to grow sport in Canada. Not only did it provide structure but it set a good direction.

- The Sutcliffe Group Incorporated (2010) The CSP Evaluation Final Report

Some of the tangible successes of the original Canadian Sport Policy include the development of bilateral agreements between federal and provincial/territorial governments, new investments in sport by all orders of government and the private sector, and the systematic use of participant pathway and development models such as Canadian Sport for Life (CS4L).

CSP 2012 builds on the successes of its predecessor, and is itself a result of the original policy's ability to bring the sport sector together with a shared vision and purpose, leveraging the contributions of Canadian sport system partners to sport development. CSP 2012 draws on this increased capacity and alignment. With an enhanced vision that emphasizes the instrumental value of sport, CSP 2012 is meaningful not only to sport system partners but also to individuals and the local institutions and organizations that serve them.

CSP 2002 was grounded in the notion that sport can be a powerful contributor to personal and social development. CSP 2012 expands on this theme with a focus on intentionality in program design and on the conditions under which those contributions can be realized, inspiring participation that is more inclusive and relevant to individuals in their communities.

CSP 2002 strengthened programs and pathways on a continuum from playground to podium. CSP 2012 broadens the scope by recognizing sport participation in all its forms and contexts as interconnected and interdependent rather than as polarized or sequential.

CSP 2002 emphasized capacity and interaction as critical drivers of successful participation outcomes. CSP 2012 encourages the development of new partnerships (while respecting government roles and responsibilities) with local and national, domestic and international, sport and non-sport partners in sectors such as Aboriginal affairs, citizenship and immigration, culture, education, health, infrastructure, international affairs, justice, military and defence, media, municipalities and local governments, the private sector, professional sport, recreation, and tourism.

CSP 2002 was a leading example of federal-provincial/territorial government collaboration in policy development and implementation. To address the challenges that lie ahead, CSP 2012 maintains the existing alignment of government responsibilities, as defined in the National Recreation Statement (1987) and other existing agreements, while encouraging more collaboration between governments, among government departments and with non-government organizations.

Finally, CSP 2002 initiated formative steps in pan-Canadian policy development, including measurement and evaluation of policy outcomes. CSP 2012 reflects an even stronger commitment to rigor in policy development, including the integration of the principles of transparency, public engagement, inter-sectoral collaboration and performance management into its design.