

# CANADIAN SPORT POLICY 2.0

## The Vision

*A dynamic and innovative sport culture that promotes values-based engagement and excellence in sport.*

*In this vision, Canada is a leading sport nation where all Canadians are enabled to 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.*

## The Goals

- All Canadians have the fundamental skills, knowledge and attitudes, to participate in structured and unstructured sport.
- All Canadians have the opportunity to participate in structured and unstructured sport, for the purposes of fun, health, socializing and relaxation, delivered in a manner that maximizes community-building impacts.
- All Canadians have the opportunity to improve and measure their performance against others in competition, in a safe and ethical manner.
- Canadians, in increasing numbers, are systematically achieving world-class results, through fair and ethical means, at the highest levels of international competition, and are promoting positive values through sport at home and abroad.

## Implementation

CSP 2.0 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. The policy is designed as a “roadmap” that establishes high-level direction and desired outcomes, and provides the flexibility for governments and NGOs to contribute to the goals in a manner consistent with their core mandate and jurisdiction. CSP 2.0 must be interpreted in respect of the jurisdiction of each government; nothing in this document should be interpreted in such a way as to override the jurisdiction of the respective governments.

## INTRODUCTION

Governments have been involved in sport since the early part of the twentieth century because they recognized sport as a powerful means of enhancing society's health and well-being. In Canada, recent decades have been characterized by increasing federal-provincial/territorial government collaboration in sport, reflecting governments' ultimate responsibility for articulating public policy, and culminating in the creation of a Canadian Sport Policy (CSP) in 2002.

The vision of the 2002 policy ("CSP 1.0") 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 intended ten-year time span near complete, a new policy ("CSP 2.0"), reflecting additional stakeholders, an expanded vision and new goals, takes its place.

**CSP 2.0 sets direction for all governments, institutions and organizations throughout Canada that hold a stake in sport and its positive impacts on individuals, communities and society.**

### *Renewing the Canadian Sport Policy (CSP)*

In 2010, an engagement process of unprecedented breadth, scope, transparency and commitment to leading-edge principles of policy development and community involvement began. Its purpose was to ensure an effective transition from the Canadian Sport Policy to a successor policy in 2012.

Partnerships were established with key stakeholders in the sport community to guide the renewal process. Consultations were carried out by each government to map the landscape of sport in Canada, to accurately reflect where and how sport is played and to understand the values, motivations and needs of its participants and providers.

At each stage of the process, Canadians from diverse backgrounds, sectors and communities sent a clear message that has changed the way we talk about sport in this country. As we take great pride in the accomplishments of our youth in their pursuit of excellence, we take equal pride in the vibrant field of sport that is practised in communities, where sport is as much a means for social development as it is an end in itself.

### ***Looking Forward***

The success of Canadian athletes at the 2010 Winter Olympic and Paralympic Games demonstrated the merit of excellence as a goal worthy of focussed and continued pursuit. Looking forward, it will be necessary to build on, and systematically integrate, the successful practices that emerged in the preparation for the Games so that Canada's place among top sporting nations is maintained.

Canadians have identified population health, community building, social development, nation building and civic engagement as the areas in which sport can make the greatest contributions to Canadian society over the next ten years. These contributions are significant at a time in Canada when: obesity and physical inactivity – and related health problems – are rising, the population is aging, Aboriginal issues are growing more complex and diversity is increasing. Looking forward, it will be important to ensure that: sport participation reflects and accommodates Canada's changing demographics; it meets high standards in its design and delivery; and sport's potential is leveraged to achieve specific societal goals.

Ultimately, sport programming that is designed intentionally and that is of high quality can contribute to the following broad societal impacts:

**Excellence:** Canadians participate and excel to the full extent of their abilities, and excellence is embraced as a goal worthy of pursuit in all facets of sport delivery and practice.

**Enhanced education and skill development:** Canadians gain knowledge, skills, and competencies that allow them to participate, compete and excel in sport, that give them personal pleasure and pride in their accomplishments, and 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 mental health, physical fitness and general well-being, and enables them to live productive and rewarding lives.

**Increased civic pride, engagement and cohesion:** Canadians have opportunities through sport to be proud of, to be part of, and to contribute to their community.

**Enhanced personal, community and social development (domestic and international):** Canadians come together to build social networks and communities through sport activities and events in Canada and around the world.

**Increased economic development and prosperity:** Canadians are introduced to new opportunities through sport that can improve their standard of living and economic well-being, and communities benefit from healthier citizens (and the reduction of health care

costs), the sport and tourism industries, and legacies from the hosting of local, regional, national and international sport events.

### *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 high performance sport by all levels of government and the private sector; and the development of the Canadian Sport for Life model.

CSP 2.0 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 2.0 draws on this increased capacity and alignment, with an enhanced vision that emphasizes the instrumental value of sport, and that is meaningful not only to sport system partners but to all individuals in their communities and to the local institutions and organizations that serve them.

CSP 1.0 was grounded in the notion that sport can be a powerful contributor to personal and social development. CSP 2.0 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, equitable, sustainable, culturally appropriate, accessible and relevant to individuals in their communities.

CSP 1.0 strengthened programs and pathways on a continuum from playground to podium. CSP 2.0 broadens the scope by recognizing sport participation in all its forms and contexts as interconnected and interdependent rather than as polarized or sequential.

CSP 1.0 emphasized capacity and interaction as critical drivers of successful participation outcomes. CSP 2.0 provides the impetus for new partnerships (while respecting government roles and responsibilities) with local and national, domestic and international, sport and non-sport partners in other relevant sectors such as aboriginal

affairs, culture, education, health, immigration, infrastructure, international affairs, justice, municipal affairs, recreation, tourism, the private sector and professional sport.

CSP 1.0 inspired more consistent and successful performances by our athletes in international events, culminating in Canada's best-ever performance at the 2010 Winter Olympic and Paralympic Games. CSP 2.0 aims to reinforce the role of Canada as a leading sport nation, extending that leadership to international development and advocacy, areas in which Canadians are recognized as pioneers.

CSP 1.0 was a leading example of federal-provincial/territorial government collaboration in policy development and implementation. To address the challenges that lie ahead, CSP 2.0 maintains the existing alignment of government responsibilities, as defined in the National Recreation Statement (1987) and other existing agreements, while increasing collaboration between governments and with non-government organizations.<sup>1</sup>

And finally, CSP 1.0 initiated formative steps in pan-Canadian policy development, including measurement and evaluation of policy outcomes. CSP 2.0 reflects an even stronger commitment to rigor in policy development, including the integration of the principles of transparency, public engagement, inter-sectorial collaboration and performance management into its design.

## THE VISION

Canadians have agreed that the vision for the CSP 2.0 should be broad, expansive and inspirational, and that it should include the positive contribution of sport to a wide variety of individual and public policy outcomes. Further, the vision should reflect Canadians' commitment to inclusiveness, excellence and values-based sport.

### **The vision for CSP 2.0 is:**

**A dynamic and innovative sport culture that promotes values-based engagement and excellence in sport.**

**In this vision, Canada is a leading sport nation where all Canadians are enabled to 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.**

<sup>1</sup> An overview of general roles and responsibilities for the purpose of this policy is contained in section 4.

The vision's key elements each reflect fundamental aspects of the policy's conceptual framework:

***“A dynamic and innovative sport culture...”***

- The vision emphasizes a commitment to learning and implementing best practices in the pursuit of sport's objectives 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 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 and promotes all aspects of sport participation in all its contexts; is proud of its elite athletes competing at the international level; and leverages sport for the benefit of its youth and the enhancement of its communities.

***“...that promotes values-based engagement and excellence in sport...”***

- The vision positions values at the foundation of participation in sport for all Canadians– including athletes, participants, officials, coaches, administrators, spectators, sponsors, organizers and parents.
- 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: structured and unstructured, in schools, colleges and universities, parks, and public and private sport centers.
- The term engagement connotes the significance of reaching beyond individual sport participants to those organizations and sectors - public and private - involved in the realization of broader socio-economic outcomes through sport.

**Canadians identified the following top values for sport: sportsmanship (respect, fair play and ethical behavior); excellence; fun; commitment; personal development; inclusion, accessibility; and safety.**

**-Conference Board of Canada (2011)**

***“...A leading sport nation...”***

- The vision positions Canada as a leading sport nation not only as reflected in its performance in international competition, but also in its use of sport as a tool for personal and social development.

***“...where all Canadians are enabled to pursue sport to the extent of their abilities and interests...”***

- The make-up of Canadian society is growing increasingly diverse, whether it is in terms of age, ethnic origin, religion, culture, socio-economic status, sexual orientation, and physical or mental disability. The vision reflects the belief that all Canadians have the right to participate in sport. It also recognizes Canada’s diversity as an asset and opportunity and emphasizes the importance of engaging diverse populations at all levels and in all capacities of sport participation.
- The vision recognizes that participation in sport is motivated by different interests and goals, on the part of individuals, institutions and organizations. The vision does not privilege or prescribe a single pathway or context.

***“... including performing at the highest competitive levels...”***

- The vision seeks to build on the success and impacts of Canada’s performance at the 2010 Olympic and Paralympic Games, striving for consistent and successful performances by Canadian athletes in domestic and international events.

***“...and where sport delivers benefits, for increasing numbers...”***

- The vision emphasizes intentionality and program quality as cornerstones of the policy’s success.

***“... to individual health and well-being...”***

- The vision recognizes sport’s ability to make a significant contribution to an individual’s lifelong health and well-being through the development of physical literacy at the earliest possible age and the provision of safe, quality programming across all contexts of participation.

***“...and contributes to socio-economic outcomes.”***

- The vision emphasizes sport’s potential to contribute to the domestic and international social development objectives of communities, non-sport organizations, NGOs and governments.
- The vision recognizes the contribution of sport to Canada’s economic development and prosperity, not only through the hosting of sport events, sport tourism and the sport industry, but by contributing to the health and civic engagement of individuals in their communities.
- The vision further recognizes the importance of leveraging the contributions of other sectors to realizing community-building objectives at home and abroad.

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

**The sport community is not only well-positioned to contribute to societal goals;  
it is well positioned to assume a role in fostering the growth of  
community networks around these goals.**

**-Public Policy Forum (2011)**

## 1. ACHIEVING THE VISION

### *Sport Participation and Canada*

CSP 1.0 was framed by four goals, two of which (Capacity and Interaction) were generally recognized as drivers, and two as outcomes. These outcomes, Participation and Excellence, resulted in the interpretation of two potentially competing areas of focus, positioning high performance as the sole steward of sport excellence.

In contrast, the CSP 2.0 framework draws on the full spectrum of sport practice in Canada, including the varied forms and contexts that characterize it. Diagram 1, below, identifies four commonly understood spheres of sport participation and positions them in relation to physical literacy and key sectors impacting and impacted by sport participation.

### **The Four Spheres**

The four spheres of sport participation presented in the graphic include: introduction to sport, recreational sport (including competitive and non-competitive, structured and non-structured participation), competitive sport, and high performance sport. The graphic accommodates the movement of participants between the spheres of participation, which can be fluid, self-directed and multi-directional and is intended to depict the complementarity and interdependence of the spheres.

While professional sport leagues 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 can serve as inspiration, while the often sensationalized incidents of violence, doping and cheating, which distort sport's most fundamental values, necessitate vigilance and pro-active measures to protect the integrity of sport and its potential contribution to society.)

### **Physical Literacy**

Physical literacy is depicted in the graphic as an essential quality that provides the foundation for optimal participation in each of the spheres. While it is recognized that physical literacy is one of numerous essential conditions for quality participation in sport, it is highlighted in this graphic because of its current heightened relevance and significance to CSP 2.0 stakeholders.

Physical literacy is widely recognized as one of the most critical preconditions for lifelong participation in, and enjoyment of, participation in sport. It is both a driver of performance for the competitive athlete and a foundation for active living and health for everyone. It can be learned in many forms of physical activity other than sport and, as such, provides a basis for collaboration with non-sport partners.

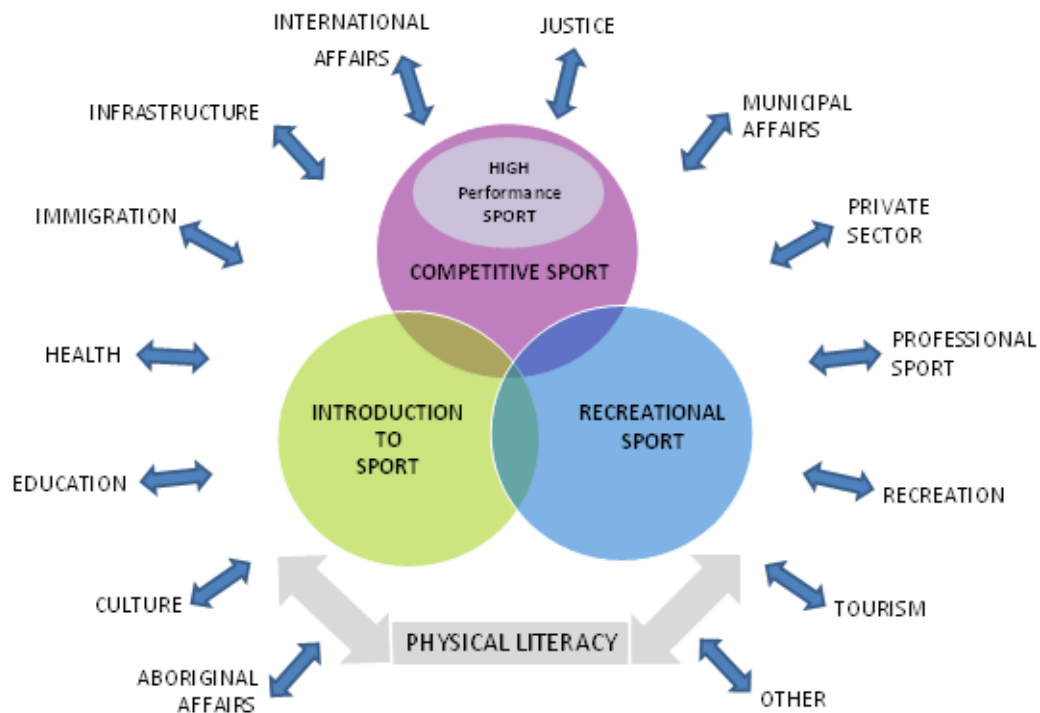
An individual who is **physically literate** moves with poise, economy and confidence in a wide variety of physically challenging situations. **Physical literacy** is an important attribute for every individual, because it is related to the holistic nature of a person, the importance of our relationship to the environment in which we live, and the role of movement in the development of both cognitive functions and sense of self.

-Whitehead (2007)

### Key Sectoral Linkages

The diagram depicts the potential for partnerships and linkages between sport and other sectors. Opportunities exist for sport leaders and providers to collaborate with others outside the sport sector to foster and leverage the power of sport as a community building tool. Therefore, the depiction is intended to resonate with and accommodate the objectives of both sport and non-sport partners in government, communities and other sectors, especially with regard to community-building objectives.

**Diagram 1:**  
**Sport Participation in Canada**



The graphic identifies four commonly understood spheres of sport participation and positions them in relation to physical literacy and key sectors impacting and impacted by sport participation.

### ***Policy Principles, Goals and Objectives***

This section outlines CSP 2.0's policy objectives intended to enhance the quality of sport programming and its potential to deliver on intended outcomes. The objectives are presented in the context of the four spheres of sport participation to facilitate identification by existing and new partners and stakeholders of their potential place, role and contribution to the policy's objectives. Importantly, the achievement of the policy objectives will depend on the strength of partners' commitment to six fundamental principles grounding the Policy:

#### ***Policy Principles***

##### **1. Values, safety and ethics**

Sport programs at all levels and in all contexts should be safe and values-based and, for all involved, designed to increase ethical conduct and decrease unethical behaviour.

##### **2. Accessibility and inclusion**

Sport delivery should be accessible, inclusive and reflect the diversity of participants, including the full breadth of interests, motivations, objectives and abilities represented in Canadian society.

##### **3. Partnerships and linkages**

Sport providers should actively seek out partnerships with other sectors – most importantly with Education, Health, Recreation and Infrastructure – and should foster linkages with community organizations and service providers, and the private sector. Further, policy makers should seek to align future related strategies and action plans with CSP 2.0.

##### **4. Intentionality and instrumentality**

Sport providers should design quality programs with clear objectives – whether related to sport development or sport for development outcomes – and should seek to leverage the potential of sport participation to contribute to domestic and international community building objectives.

**A quality sport program is inclusive, equitable, sustainable, culturally appropriate, accessible and relevant to individuals in their communities. For sport to achieve its recognized potential as a driver of personal and social development, sport programming must be of sufficient quality across the sport landscape, in relation to the varied motivations, interests and abilities of participants.**

### **5. Evidence-based policy and program development**

While recognizing that each government and NGO is responsible for monitoring and evaluating its own programs, policies and action plan, programs and policies should integrate, where appropriate, strong monitoring and evaluation strategies to support on-going improvement, innovation and accountability. A research agenda should support the objectives of CSP 2.0 by identifying the conditions under which programs and policies have the strongest potential to deliver on objectives.

### **6. Efficiency and economy of resources**

In the context of competition for scarce resources, sport providers should strive to share and economize resources through non-traditional partnerships and innovative funding models.

## ***Policy Goals***

The following are the four broad goals of CSP 2.0. They are based on the spheres of participation in diagram 1 and frame the policy's specific objectives.

- **All Canadians have the fundamental skills, knowledge and attitudes, to participate in structured and unstructured sport.**
- **All Canadians have the opportunity to participate in structured and unstructured sport, for the purposes of fun, health, socializing and relaxation, delivered in a manner that maximizes community-building impacts.**
- **All Canadians have the opportunity to improve and measure their performance against others in competition, in a safe and ethical manner.**
- **Canadians, in increasing numbers, are systematically achieving world-class results, through fair and ethical means, at the highest levels of international competition, and are promoting positive values through sport at home and abroad.**

## ***Policy Objectives***

The following policy objectives are presented in relation to each sphere of sport participation. In situations where an objective is relevant to more than one sphere, it has been placed where it is of highest priority, recognizing that implementation in one does not preclude its implementation in, or impacts on, the others.

## **INTRODUCTION TO SPORT**

*All Canadians have the fundamental skills, knowledge and attitudes, to participate in structured and unstructured sport.*

The acquisition of fundamental movement skills and positive attitudes at an early age contributes to an individual's physical literacy and life-long appreciation of, and participation in, sport. They are critical, at any age, to an individual's ability to enjoy participating in a sport activity.

In the Introduction to Sport sphere, participants are introduced to the fundamentals of sport. Participants develop sport-specific skills with an emphasis on fun and healthy human development (e.g. physical fitness, physical and mental health, psychological wellbeing, social competency, cognitive ability, etc.) and develop a positive attitude toward sport.

Fundamental movement skills can be learned through a variety of sport and physical activities, structured and unstructured, highlighting the need for linkages and partnerships with stakeholders in the education, physical activity and recreation sectors who provide, or have the potential to provide, programming (including leadership and facility access).

Of particular note is the opportunity for elementary schools and early childhood education providers to develop physical literacy among all children and youth, as the elementary school environment is free of the barriers that often preclude access to programs in other environments.

### **The following objectives are essential to achieving this goal:**

1. Children and youth have access to safe and appropriate spaces for unstructured play and self-organized sport.
2. Leaders, educators and parents have the awareness and capacity to develop physical literacy and an appreciation for values-based play and sport among children and youth.
3. Partnerships with other sectors are established to deliver quality age-specific programs to an increasing number of participants.
4. Initiatives are taken to maximize opportunities for persons from traditionally under-represented groups to actively engage in all aspects of sport participation, including leadership roles.
5. Early childhood and elementary school educators recognize the unique opportunity they have to develop physical literacy (through physical education, sport and recreation) and take action to increase the opportunities for children to learn and practice the fundamentals of sport.

## RECREATIONAL SPORT

*All Canadians have the opportunity to participate in structured and unstructured sport, for the purposes of fun, health, socializing and relaxation, delivered in manner that maximizes community-building impacts.*

Intentionally designed, barrier-free and relevant sport programming can help to realize invaluable beneficial impacts on the determinants of physical health, mental health and psychological well-being. It can also serve as a tool to build social capital and networks in communities as well as to support domestic and international social development initiatives.

In the Recreational Sport sphere, individuals participate in structured and/or unstructured sport programs or activities, often involving some form of competition. In this sphere, participants are motivated primarily by fun, health, socializing and relaxation benefits. A strong opportunity exists for sport organizations to partner with community-building organizations in order to deliver sport programs intentionally designed for societal objectives such as reduction of inter-cultural conflict, integration of new Canadians and youth development.

Realizing the potentially significant role recreational sport can play in personal and social development relies upon the existence of strong linkages and partnerships with stakeholders in the education, physical activity and recreation sectors.

### **The following objectives are essential to achieving this goal:**

1. Technical sport fundamentals and guidelines for ethical conduct in sport are delivered by fully-qualified community coaches/leaders.
2. Linkages and partnerships between municipalities, schools, provincial/territorial sport organizations and national sport organizations to provide leadership and resources for recreational sport programs are fostered and supported.
3. Community, regional and provincial/territorial-based partnerships and collaboration that lead to the development of sustainable sport facilities, green spaces and equipment accessible to all citizens are fostered and supported.
4. Facilities that are developed for major games and events are available and maintained for after-use by all members of the community.
5. Programming is designed intentionally to be inclusive, accessible and equitable and to meet the needs, motivation and interests of participants in ensuring a fun and safe experience.

6. Sport, community and international development organizations seek opportunities to use sport intentionally for domestic and international social development.

## **COMPETITIVE SPORT**

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

In the Competitive Sport sphere, programming is focused on facilitating progression, and is structured and regulated within an agreed upon set of rules and codes of ethics and 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 competitive objectives in a safe and values- based environment, and also excel to the extent of their abilities.

The sport system has 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, such as those reflected in the Canadian Sport for Life model.

While still fundamentally dependent on volunteers, the decline in volunteer participation and the increasing need for salaried positions to ensure quality programming pose special challenges. In addition, a number of fundamental elements need to be strengthened: coaching and instruction, officiating, facilities and equipment, interscholastic sport and organizational capacity. Equally important is stronger alignment between the various elements of the system to improve efficiencies and effectiveness, from the community to provincial/territorial and national levels of sport. And finally, governments and sport organizations need to continue their efforts to partner with the private sector in pursuit of common objectives.

### **The following objectives are essential to achieving this goal:**

1. Sport programming is based on sound science and principles of long term athlete development and is conducted in a safe and values-based environment.
2. Athletes at all levels of competitive sport have access to quality coaching which is based on sound science and principles of coach development.
3. Roles and responsibilities in the competitive sport system are clear, and organizational capacity exists to achieve system objectives.
4. Linkages and partnerships between and among sport organizations and educational institutions exist in order to align and leverage athlete, coach and officials' development and facility utilization.

5. The recruitment, development and retention of volunteer and salaried positions in organizations at all levels of competitive sport exist to achieve system objectives.
6. All participants in Canadian sport adhere to a code of ethics and code of conduct.
7. New funding models for a sustainable and diversified public and private resource base for the ongoing development of sport at all levels are explored and implemented.

## **HIGH PERFORMANCE SPORT**

*Canadians, in increasing numbers, are systematically achieving world-class results, through fair and ethical means, at the highest levels of international competition, and are promoting positive values through sport at home and abroad.*

In the High Performance sphere, the most talented and trained athletes perform at the highest levels of competition in a specific sport. Athletes at this level require top-tier coaching, facilities and athlete services, and are expected to show respect for, and adhere to, rules and ethics, and to demonstrate a strong commitment to succeed at the highest level.

The pursuit of excellence in sport, and its achievement, makes an invaluable contribution to Canadian society: the performances of our best athletes inspire people of all ages across all sectors of society and contribute to civic and national pride. Canadians also promote positive values at home and abroad: Olympians and Paralympians serve as valuable role models promoting sport and all its benefits; Canadians serve on international decision-making bodies; and Canadian international development initiatives leverage sport in the service of its humanitarian, cultural, ethical and peace-building interests.

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

### **The following objectives are essential to achieving this goal:**

1. Performance targets for major international events guide expectations and assist in the evaluation of performance and the effectiveness of the sport system.
2. Strategies for the systematic identification of potential high performance athletes are established.

3. Technical leaders have the knowledge and capacity to plan and deliver world-class high performance programs.
4. Leading-edge scientific practices and knowledge are integrated into athlete and coach development.
5. 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.
6. The development of athletes as leaders and role models in sport and society is supported.
7. Canadians are leaders internationally in the promotion of positive values in and through sport.

### 3. IMPLEMENTATION

CSP 2.0 is ambitious in its effort to improve the full spectrum of sport in Canada. Whereas CSP 1.0 was effectively a government policy centred on competitive sport and traditional sport sector stakeholders, the focus of CSP 2.0 is broader. In this context, the importance of forging linkages – both within the sport system and with stakeholders beyond it – cannot be overemphasized. It is the contributions of resources and creativity from a broad array of partners in both sport and related sectors – at the community, provincial/territorial and national levels – that will drive the success of CSP 2.0.

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 building organizations; between the Sport, Education (schools and post-secondary institutions) and Recreation sectors – among NGOs and within governments; and between federal, provincial and territorial governments and their departments. It is through the implementation of cross-sectoral programs and initiatives, for

**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)**

example, Canadian Sport for Life and the National Coaching Certification Program, that effective linkages and contributions are enabled.

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.

Consistent with the approach of CSP 1.0, the renewed policy proposes direction, 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. The purpose of the policy is not to define accountabilities. Rather, it provides stakeholders and contributors possible avenues for action, allowing each partner – governmental and non-governmental, sport and non-sport – to focus action on the goals and objectives relevant to their core mandates.

An additional feature of CSP 2.0 will be the incorporation of a mechanism to share the action plans of governments and NGOs and to monitor progress towards achieving the four goals of the policy over its 10-year life.

Accordingly, successful implementation of CSP 2.0 will require:

- Commitment by federal and provincial/territorial governments in the forms of action plans (individual and collective), funding and linkages with other departments
- Commitment by NGOs in the form of aligned action plans, promotion of the policy's goals among their membership 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 stakeholders and partners
- On-going and transparent monitoring of implementation, led by each government and NGO, in order to assess progress
- Oversight of policy implementation to identify and respond to emerging issues, opportunities and changes in the environment

**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.**

- Consideration of opportunities to align the implementation of current and future policies in related sectors with that of CSP 2.0 to take advantage of synergies and opportunities for collaboration

#### 4. ROLES AND RESPONSIBILITIES

CSP 2.0 sets direction for all governments, institutions and organizations throughout Canada that hold a stake in sport and its positive impacts on individuals, communities and society. As stakeholders, each partner has specific roles and responsibilities in implementing the policy.

##### **Sport Sector**

*Athletes/participants and coaches/leaders* are the most fundamental stakeholders in sport and, like all other participants, are responsible for ethically-based behaviour enshrined in codes of conduct.

*National Sport Organizations* (NSOs) are members of their respective International Federations and have leadership responsibility for all four spheres of sport participation, in conjunction with provincial/territorial sport organizations throughout the country. NSOs govern, organize and regulate their sport in Canada; provide essential services in English and French for the development of high performance athletes, coaches, officials and administrators; determine the participation of Canadian athletes in international competitions; represent Canadian sport in the international arena; and collaborate with their counterparts in the international development of their sport.

*Provincial/Territorial sport organizations* (P/TSOs) oversee the organization of sport in their jurisdiction, encourage representative participation, and eliminate barriers to participation. Their roles include the development of introductory and recreational sport, recruitment and development of competitive and high performance sport athletes, organizing and sanctioning of competitions, the recruitment, training and retention of coaches, officials and volunteers, promotion and communication, and the entry of athletes into P/T and national competitions. P/TSOs support the hosting, staging and participation of P/T teams in multi-sport games.

*Multi-sport organizations* (MSOs) work in a variety of subject areas including, for example: preparing high performance athletes to participate in domestic and international athletic competitions; working to promote physical activity and literacy among school-aged children and youth; promoting the virtues of value-driven, gender balanced and ethical sport; fostering technical competence on the part of coaches and trainers; engaging in overseas outreach and developmental assistance using sport as the vehicle; and promoting the hosting within Canada of international single and multi-sport events in order to maximize sport development and socio-economic benefits.

## **Federal-Provincial/Territorial Governments**

The federal government supports high performance sport through national sport organizations, national sport centres and multisport organizations; provides direct support to athletes; supports the hosting of international events; ensures access to essential services in English and French and inclusion of traditionally underrepresented groups in sport; contributes to policy and program coordination amongst governments; and promotes Canadian sport and its values internationally. The federal government also contributes to the achievement of broader public policy outcomes through support for broad based sport participation, across all four spheres, in Canada.

Provincial/territorial governments support participation, volunteerism, athlete development and high performance sport initiatives through provincial/territorial sport organizations, national and regional sport centres; direct support to athletes, coaching and coach education; and work with the federal government and each other on policy and program coordination. Provincial/territorial governments also provide support to hosting provincial, regional and national Games as well as international events.

The current federal-provincial/territorial agreement on mutual roles and responsibilities is articulated in the National Recreation Statement (1987).

Within each province and territory, municipal and community administrators and school authorities from the elementary to the university level support community-based recreational sport participation through programming, building, maintenance and upgrading of sport and recreation facilities, and hosting of sport events.

## **Related Sectors**

CSP 2.0 recognizes that achievement of its goals and outcomes is dependent on partnerships with government departments and NGOs in related sectors outside of those responsible for sport, physical activity and recreation. The policy acknowledges that sport for development or sport for social inclusion has a legitimate role as a public policy tool. It is a way to reach marginalized, disadvantaged or excluded communities such as newcomers and recent immigrants, Aboriginals, at-risk youth or the long-term unemployed. Some governments may wish to use sport intentionally to achieve other non-sport-specific, social or economic outcomes by introducing sport programming into the service offerings of health, immigration, correctional services and justice departments and others (with the help of their associated client groups and NGOs) in order to reach out to individuals who might benefit from less traditional interventions.

## **Private Sector**

Private sector partners and sponsors support participation in all spheres, for a variety of reasons, expanding opportunities for all Canadians in and through sport. The private sector plays a critical role in providing and supporting sport for development and sport participation programs, facilities, athletes and community events.

## 5. MONITORING AND EVALUATION

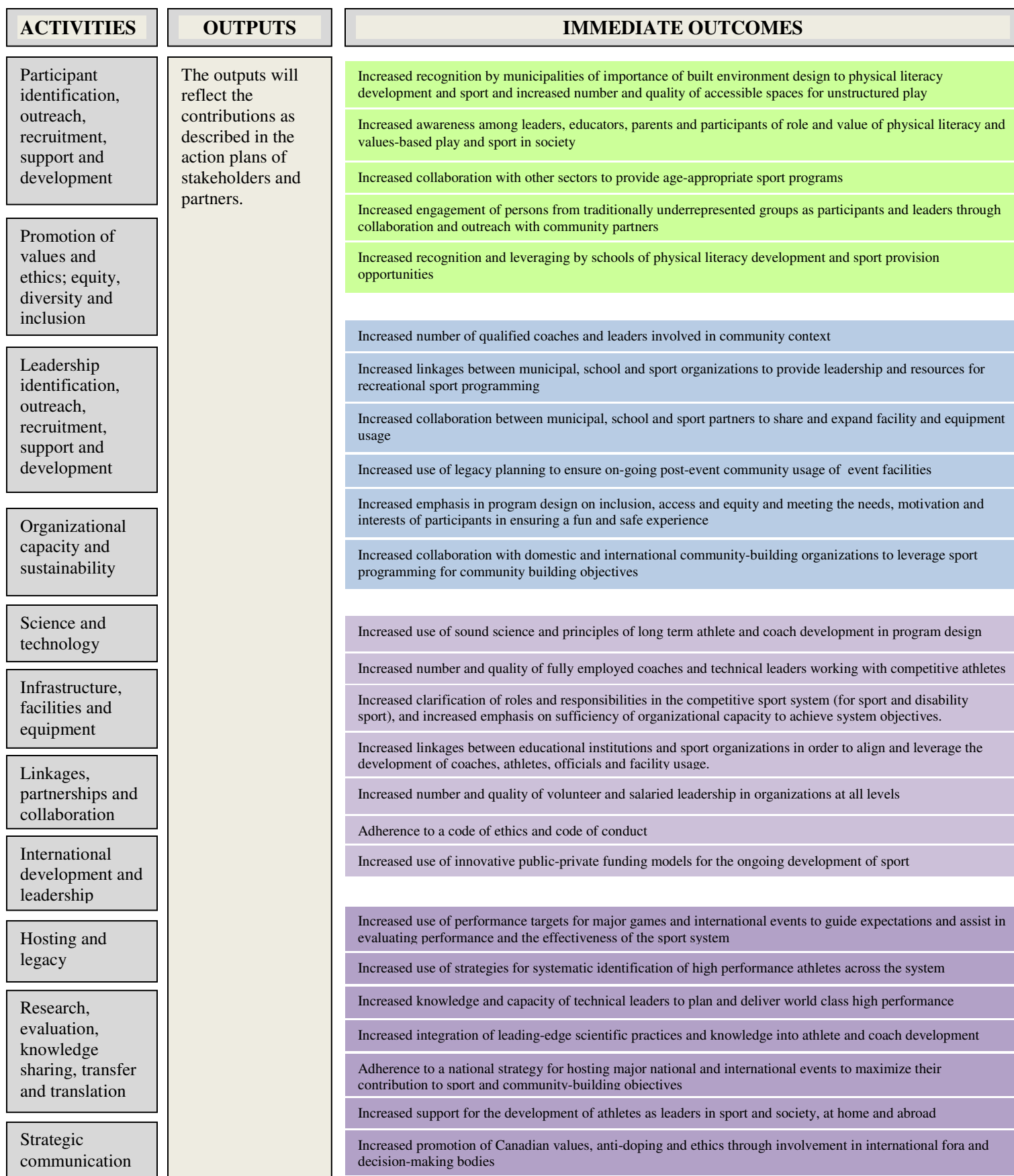
CSP 1.0 was developed without the benefit of a logic model or a performance management framework. Many of the criticisms related to its design, such as the confusion between true goals (i.e. Excellence and Participation) and enablers (i.e. Capacity and Interaction), and the lack of clarity related to participation outputs and outcomes, can, however, be addressed with the use of a logic model. Therefore, to enhance the clarity of policy direction and to focus program design, CSP 2.0 is grounded in the logic model, presented in diagram 2.

The CSP 2.0 logic model describes what the policy is and will do and how investments link to results, informing and aligning planning, implementation, monitoring and evaluation, and communication. It identifies groupings of activities that target individuals, populations and/or organizations with a policy, program or initiative and demonstrates how their specific results (“outputs”) will in turn have external consequences. These outcomes are described as immediate, intermediate, penultimate and ultimate and are intended not only to describe the logic behind the policy’s design but to serve as the basis for the development of ‘indicators’ used to track and evaluate the policy’s impacts and success. In situations where an outcome is relevant to more than one goal, it has been placed where it is of highest priority, recognizing that impacts on one do not preclude impacts on the others.

In the CSP 2.0 logic model, the outputs will reflect the contributions as described in the action plans of stakeholders and partners. The evaluation of outputs and impacts will ultimately inform the ongoing evolution and refinement of the logic model. The model will also serve to uncover latent areas of alignment and opportunity with potential community and non-sport sector partners by articulating shared objectives and intent.

It is expected that organizations will be responsible for developing appropriate indicators and metrics and for monitoring and evaluating their contributions in the context of their commitments to CSP 2.0, as depicted in the first three columns of the logic model. In addition, F-P/T governments will establish an Implementation and Monitoring Group that will be responsible for sharing the action plans of governments and NGOs and for monitoring progress towards the goals of CSP 2.0. This group will also oversee the development of appropriate indicators and metrics and ensure the longer term impacts, as depicted in the last three columns in diagram 2, are tracked and evaluated.

Diagram 2: LOGIC MODEL FOR CSP 2.0



INTERMEDIATE OUTCOMES	PENULTIMATE OUTCOMES	ULTIMATE OUTCOMES	
Increased opportunities for unstructured play and sport in communities	<b>INTRODUCTION TO SPORT:</b> All Canadians have the fundamental skills, knowledge and attitudes to participate in structured and unstructured sport	Excellence	
Increased capacity to effectively deliver quality physical literacy fundamentals and introduction to sport programs		Enhanced education and skill development	
Increase in number and diversity of sport participants and leaders		Improved health and wellness	
Increased opportunities for learning and practising sport in schools		<b>RECREATIONAL SPORT:</b> All Canadians have the opportunity to engage in structured and unstructured sport, for the purposes of fun, health, socializing and relaxation, delivered in a manner that maximizes community-building impacts.	Increased civic pride, engagement and cohesion
Increased capacity to deliver quality recreational sport programming	Enhanced personal, community and social development (domestic and international)		
Increase in number of community accessible single use, shared use and multi use sport facilities	<b>COMPETITIVE SPORT:</b> All Canadians have the opportunity to improve and measure their performance against others in competition, in a safe and ethical manner		Increased economic development and prosperity
Increased number of inclusive, relevant, accessible and equitable programs			<b>HIGH PERFORMANCE SPORT:</b> Canadians, in increasing numbers, are systematically achieving world-class results, through fair and ethical means, at the highest levels of competition, and are promoting positive values through sport at home and abroad.
Increased capacity to deliver quality sport for development programs			
Increased capacity of coaches and leaders to maximize positive impacts on athletes' personal development and performance			
Increased capacity to deliver quality competitive sport programming			
Decreased number of incidents of unethical conduct			
Increased sustainability and diversification of the public and private resource base for sport			
Increased capacity to deliver quality HP sport programming			
Increased pool of HP athletes			
Increased positive impacts on communities by athletes and from major sport events			
Increased influence in international decision-making related to ethics and anti-doping			

## 6. CONCLUSION

The creation of the first Canadian Sport Policy sparked change: it stimulated collaboration among Canadian jurisdictions, 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 result is CSP 2.0, a policy that is more ambitious in its vision and goals and more reflective of the role sport plays for Canadians in their communities. It seeks to strengthen the networks, resources and infrastructure at the heart of the sport system, but also at the heart of community-building, through the deliberate engagement of new partners – experts in their fields, on local issues and in outreach to the populations they serve.

To realize the goals of CSP 2.0, the commitment partners demonstrated to the successful development of the policy 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 CSP 2.0 vision, further affirming Canada's role as a world leader in sport.

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