

# LONG TERM ATHLETE DEVELOPMENT



## IMPLEMENTATION GUIDE



Provincial and Territorial Governments



## Acknowledgements

We wish to acknowledge and thank those who supported the development of this guide.

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Our appreciation also extends to the NSO, P/TSO and provincial and territorial government contributors, as well as the Long Term Athlete Development (LTAD) Experts Group, who generously shared their knowledge and LTAD information so others could benefit.

Special thanks to Sport Canada, the Interprovincial Sport and Recreation Council and the Federal-Provincial/Territorial Sport Committee for their financial contribution in the development of this publication.

INTERPROVINCIAL SPORT AND  
RECREATION COUNCIL



CONSEIL INTERPROVINCIAL DU  
SPORT ET DES LOISIRS

Canada

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## Introduction

**Canadian Sport for Life** (CS4L) identifies “Systems Alignment and Integration” as one of 10 key factors vital to improving sport in Canada. With this key factor in mind, *Long Term Athlete Development - Implementation Guide for Provincial and Territorial Governments* was created by the Federal-Provincial/Territorial Sport Committee (F-P/TSC) LTAD Management Team to assist Provincial and Territorial (P/T) Governments – as leaders of CS4L – in working collaboratively with Provincial/Territorial Sport Organizations (P/TSOs) to align, integrate and improve the sport delivery system in their jurisdictions.

The creation of this resource is in response to provincial and territorial governments – through the Federal Provincial/Territorial Sport Committee (F-P/TSC) – acknowledging the need for consistent LTAD planning across all sports in every province and territory. This guide aims to provide samples and examples from around the country to share ‘best practices’ and help provincial and territorial governments and other associated partner organizations with their efforts to support and accelerate the implementation of LTAD through all levels of sport in Canada.

This guide contains specific recommendations for consideration by provincial and territorial governments that reflect a paradigm shift from independent to collaborative action. By having various levels of government and provincial/territorial sport organizations working together, the opportunity for better sport programs and sport delivery, guided by the principles of LTAD, will be greatly enhanced. The ultimate outcome to be achieved through collaborative action may be:

***A Canadian sport system where sport programs and services facilitate the development of necessary competencies for sport excellence AND positive, life-long sport participation for all Canadians***

## Assumptions

This guide and its recommendations were developed by the F-P/T LTAD Management Team with the following assumptions of provincial and territorial governments’ commitment to Canadian Sport for Life and the LTAD model:

- Provincial and territorial governments and Sport Canada are committed to the national CS4L movement and LTAD for the long haul.
- By their actions, provincial and territorial governments will lead the implementation of LTAD in their jurisdictions.
- Provincial and territorial governments are committed to using an “integrated approach,” with shared responsibility for overall sport development.
- Provincial and territorial governments are committed to achieving a true, united national sport system and will work collaboratively with P/T and Federal partners.
- Provincial and territorial governments will contribute as part of a “team approach” to implementing LTAD. The team will include National Sport Organizations (NSOs), P/TSOs and Communities all working together with the support of the provincial and territorial government and Sport Canada.

## CS4L and LTAD History

In April 2004 at the F-PT Minister's Conference in Quebec City, the provincial, territorial and federal ministers responsible for sport committed to the immediate development of a generic, LTAD model to serve as a template to assist NSOs and P/TSOs in developing integrated sport development plans. The LTAD Model is based on the premise that young people must be adequately prepared for life in sport. It will help cultivate a culture of lifelong participation by highlighting sport's value in health and well-being and identifying the optimal pathway for athletes from the playground to the podium.

In the summer of 2004, four experts – Istvan Balyi, a world renowned expert on athlete development, and his colleagues Richard Way, Dr. Steve Norris and Charles Cardinal – were contracted to develop a generic model for both able-bodied and disabled athletes. Dr. Colin Higgs, a Biomechanics specialist from Memorial University, joined the Expert Group in the fall of 2004. Dr. Mary Bluechardt joined the group in 2006 to primarily focus on athletes with intellectual disabilities.

The initial sports selected to work on their sport-specific LTADs were: cycling, snowboarding, yachting, volleyball, rowing, diving, athletics, basketball, synchro, waterpolo, freestyle, speed skating, alpine, softball, swimming, judo, canoe, biathlon, gymnastics and curling.

In 2005, the experts team produced two documents: *Canadian Sport for Life (au Canada le sport c'est pour la vie)* and *No Accidental Champions (Devenir champion n'est pas une question de chance)*. These documents became the models upon which NSOs framed their individual sport-specific LTAD models and challenged the status quo in the Canadian Sport System.

At the F-P/T Sport Ministers' Conference in August 2005 at the Jeux Canada Games in Regina, an agreement was reached on the importance of proceeding with the continued development of LTAD models for Canadian sports, and they determined that a plan/strategy for full implementation of LTAD across Canada was necessary. Initial efforts on the implementation plan were to recognize the importance of physical literacy as it relates to early childhood education and to establish links with the Joint Consortium on School Health. A communications plan was also requested by the ministers. The implementation plan was to include consultation by provincial and territorial governments with their respective P/TSOs. As such, the F-P/T LTAD Workgroup was established with representatives from the federal government, provincial governments, MSOs, NSOs, and Expert Group. By the fall of 2006, an implementation strategy was developed.

On October 25, 2006, the ABC's of Physical Literacy Round Table was held in Ottawa. Participation included five NSOs, the Canadian Association for Health, Physical Education, Recreation and Dance (CAHPERD), Canadian School Sport Federation, Coaching Association of Canada (CAC), Canadian Paralympics Committee (CPC), 2010 Legacies Now, three provincial governments, Sport Canada and four members of the LTAD Experts Group. This Round Table, hosted by Sport Canada and Pacific Sport, presented a first opportunity for the many deliverers of Physical Literacy initiatives to come together to share information on their respective programs. As an outcome, a sub-group was established to further investigate physical literacy requirements.

Fifty-three sports were funded by Sport Canada in 2006-07 to begin or continue working on their individual sport LTAD models. By the end of 2006-07, the following sports had produced their own sport specific LTAD: alpine, biathlon, canoe, judo, rowing, speed skating, snowboarding and synchro.

At the annual January CS4L-LTAD workshop approximately 350 delegates attend the two day conference. The workshop has become the second largest sport conference in Canada with representatives from all provinces, territories, NSOs and PSOs, education, municipal sport, coaching, sport science and research.

In 2007-08, an additional four sports completed their LTADs: cross country, golf, waterski-wakeboard and volleyball. By this time, all NSOs had begun developing their sport LTAD model, while others moved closer to completing them. Those organizations who had already produced their models began working on the implementation and integration of LTAD into their sports.

The LTAD Management Team – comprised of representatives from the federal government and the governments of Manitoba, New Brunswick, Ontario and Quebec – was established to help coordinate F-P/T LTAD activities. In 2008, there was a change to the membership of the Management Team as Quebec was replaced by Saskatchewan. Each province and territory has since nominated a person to be the primary contact with respect to LTAD; in several cases this same person is responsible for implementing LTAD in their province. The LTAD Management Team has also developed a work plan to facilitate and encourage the implementation of Sport for Life across Canada.

Presentations were made to the FP/T – Physical Activity and Recreation Committee (PARC) and a member of their workgroup was invited to sit on the LTAD management team to assist with potential integration into Health's relevant programs.

In 2009, development of national sport LTAD models continued to the point by year-end 32 NSO's had completed their LTAD overviews. Sport Canada and the LTAD Experts group set a target of April, 2011 for the completion of LTAD overviews by all 53 NSO's originally funded. With many sports having completed or nearing completion of their LTAD overviews, a trend toward implementation of LTAD's and the specific changes within sport delivery systems began to take centre-stage. The FP/TSC and the LTAD FP/T LTAD Management Team acknowledged this shift and identified LTAD implementation at the provincial and territorial level as a priority, as well. To encourage the efforts of P/TSOs across the country and to facilitate consistent and thorough implementation support by provincial and territorial governments, the *Implementation Guide for Provincial and Territorial Governments* and an *Implementation Planning Guide for Provincial and Territorial Sport Organizations* have been created.

## How to Use this Guide

General acceptance of Canadian Sport for Life, as a means of improving and advancing sport and healthy, active living for all Canadians, is now a reality. However, much work needs to be done to ensure that the implementation of CS4L principles and sport-specific LTAD models will occur throughout Canadian society. Continued commitment and investment in CS4L by all levels of government is necessary to achieve the vision for “Better Sport” for all Canadians.

The recommendations in this guide are identified as key actions for provincial and territorial governments to consider and adopt. The recommendations are in no particular order of priority, but all of them are important. The appendices associated with each recommendation are examples from across the country that are to be shared and used to demonstrate how a recommendation may be implemented by provincial and territorial governments. Use the examples as a guide to support CS4L implementation in your province or territory and – in the spirit of collaborative action – plan to share new information, programs and successes going forward.

## Recommendations

To achieve the vision of a fully integrated and aligned national sport system, and in keeping with directions of the Canadian Sport Policy – Enhanced Capacity and Enhanced Interaction, the following seven recommendations are for consideration and action by provincial and territorial governments across the country:

### Enhanced Capacity:

- ❖ Provincial and territorial governments must work to build capacity of P/TSOs to allow for the successful implementation of LTAD. This should include dedicating human and financial resources to support the implementation of LTAD by P/TSOs.

See Appendices:

- 1) Provincial - Territorial LTAD Implementation Support Team (December, 2009)
- 2) British Columbia “Experts” Job Descriptions:  
CS4L Education Consultant & PSO CS4L Plan Reviewer (2 documents)
- 3) Nfld. & Labrador – LTAD Grant Application (March 2009)
- 4) Saskatchewan PSGB LTAD Planning Support Program
- 5) CS4L Grant Program – Alberta
- 6) BC Disabled Sport PSO CS4L Grant Criteria
- 7) BC PSO Grant Application and Criteria (April 2008)
- 8) Nfld. & Labrador – CS4L Project Leader (job description)
- 9) LTAD Implementation Planning Guide for Provincial and Territorial Sport Organizations

#### **Value Added:**

A supplementary resource to this guide has been developed for provincial and territorial governments to provide to P/TSOs to support their efforts with LTAD Implementation Planning. The *Long Term Athlete Development Implementation Planning Guide for Provincial and Territorial Sport Organizations* is provided to support the P/TSO capacity building efforts of provinces and territories. (See Appendix 9)



- ❖ Provincial and territorial governments move to align P/TSO funding requirements and accountability with the principles of LTAD.

See Appendices:

- 10) Ontario PSO Base funding – Preamble and Application
- 11) Volleyball Quebec – Funding Application 2009-13 (French)

### Enhanced Interaction:

- ❖ Provincial and territorial governments lead an “Integrated Approach” to athlete and participant development by engaging other sectors and government departments with vested interests. To advance CS4L and the sport sector it is important that several sectors are engaged in the process of improving the quality of physical activity for all Canadians. These sectors may include:

- Education,
- Health,
- Recreation, and
- Municipal Affairs.

This can lead to the development of integrated, all encompassing ‘Sport for Life’ plans at the municipal, regional and provincial levels.

See Appendices:

- 12) Système sportif canadien
- 13) Vancouver *Sport for Life* strategy (Final – May 23, 2008)
- 14) Ontario *Sport 4 Life* Senior Leaders Think Tank Report (July 2009)
- 15) Alberta Ambassador Network – Sept. 09

- ❖ Leadership by Example: provincial and territorial governments model CS4L principles and values in their actions and policy decisions. (*See page 10 for listing of CS4L Principles*)

See Appendices:

- 16) Linking CS4L to Provincial Policies – SAMPLE Ontario
- 17) Linking CS4L to Provincial Policies – SAMPLE Saskatchewan
- 18) Sport Canada LTAD Framework 2009 - 2014

- ❖ Provincial and territorial governments lead in the development AND execution of a communications plan with several strategies to support CS4L implementation in their respective jurisdictions.

See Appendix:

- 19) CS4L National Communications Plan (March 17, 2008)

- ❖ Provincial and territorial governments encourage P/TSOs to collaborate and cooperate in 'joint sport' partnerships.

See Appendix:

20) Sport Canada – Like Sports CS4L Project Support (2009-10)

- ❖ Provincial and territorial governments guide and monitor LTAD implementation processes in their province/territory. Provinces and territories will define outcomes; establish performance measures; and track successes and best practices. This should include a reporting and sharing by all partners of LTAD – F-P/TSC, Sport Canada, provinces and territories, P/TSOs and NSO's.

## **Conclusion**

Provincial and territorial governments play a pivotal role in the sport structure and delivery system in Canada. CS4L presents an opportunity to propel the implementation of sport LTAD models through all levels of sport to improve sport in this country. Furthermore, CS4L is an opportunity for sport to engage multiple sectors with a vested interest in increased physical activity, and improved health and well-being for all Canadians.

Through the leadership and actions of provincial and territorial governments – including their support of P/TSOs and collaboration with other partners – the implementation of LTAD in all provinces and territories can become a reality.

Good luck and thank you.

FP/TSC LTAD Management Team

## Principles of Canadian Sport for Life\*\*

*(Principle: A basic generalization that is accepted as true and can be used as a basis for reasoning or conduct.)*

1. Life has significant stages of development that include transitions from child to adolescent, to adult, and then to senior, resulting in changed capabilities.
2. Training, competition and recovery programs should be based on stage of participant capability rather than chronological age.
3. For optimal development, sport programs must be designed for the stage of development and gender of the participant.
4. Physical literacy is the basis of life-long participation and excellence in sport and engagement in health enhancing physical activity.
5. Every child is an athlete; therefore, is genetically predisposed to be active if the environment encourages participation.
6. Life-long participation and excellence in sport are best achieved by participating in a variety of sport at a young age, then specializing later in development.
7. There are sensitive periods during which there is accelerated adaptation to training during pre-puberty, puberty and early post-puberty.
8. A variety of developmental, physical, mental, cognitive and emotional factors affect the planning of optimal training, competition and recovery programs.
9. Providing guidance through the complete spectrum of LTAD stages of sport and physical activity will result in increased participation and performance.
10. Mastery in sport develops over time, through participation in quality sport and physical activity programs.
11. LTAD is participant/athlete centered, coach-led and organization supported, taking into account the demands of home, organized sport, community recreation and school.
12. Through cooperation and collaboration within sports (ie. NSO, PSO, club, community) AND between sports, a more effective sport system can be achieved.
13. The integrated efforts of high-performance sport, community sport, school sport, school physical education and municipal recreation will have mutually positive benefit for all.
14. Quality sport and physical activity, combined with proper lifestyle, result in better health, disease prevention, enhanced learning, enjoyment and social interaction; leading to improved wellness.
15. Sport practices, scientific knowledge and societal expectations are ever changing and, therefore, LTAD needs to continually adapt and improve.

*\*\* Adapted from CS4L website: LTAD Downloads – Canadian Sport for Life Principles & Values*



## Appendices

The examples and good-practices included in this list of appendices are by no-means complete. As provincial and territorial governments continue to lead and support LTAD implementation, this list of examples should grow exponentially. For now, we will share – in whole or in part - what we have\*\*.

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**\*\* Due to the significant length of some of the appended documents, only a portion of the information may be included. Electronic copies of all appendices, in their entirety, will be provided to Provincial and Territorial Government representatives, through the FP/TSC.**

## APPENDIX 1

### Provincial LTAD Implementation Support Team: Sample (Dec.2009)

#### A. Mandate of Provincial-Territorial LTAD Implementation Support Team

Building a greater understanding of Canadian Sport for Life (CS4L), along with building the capacity of the sport and recreation sector at both provincial and community levels will be a vital component of advancing CS4L in Canada. P/T Governments or their designated LTAD lead organization will facilitate the advancement of CS4L by bringing together expertise to create a “LTAD support team” for P/TSO’s to access.

Canadian Sport for Life (CS4L) and the implementation of LTAD in     (province name)     will require both technical support and financial support (where available) to Provincial/Territorial Sport and Multi-sport Organizations.          (P/T Organization)          will establish a ‘team’ of individuals who will provide CS4L / LTAD expertise both as champions for CS4L and LTAD planning facilitators to assist P/TSO’s. The LTAD Support Team members will contribute to the P/TSO Implementation planning process, guided by their sport’s national LTAD plan and the < **LTAD Implementation Planning Guide for Provincial / Territorial Sport Organizations**>. This includes, but is not limited to: 1) the review & evaluation of current P/TSO sport programs and services; 2) participation with the P/TSO development of a provincial/territorial LTAD implementation plan based on their national sport LTAD plan; 3) assist with P/TSO sustainability and communications plans

#### B. Role and Responsibilities of Individual LTAD Support Team members:

##### a) LTAD Champions and “Education” experts

- Presentations on request (CS4L information, technical meetings)
- Engage other sectors (Education, health, etc.) to increase understanding of CS4L and benefits of collaboration
- Advocates for change, from an “experts” perspective  
ie. Why the change? Why it will be good?

##### b) Planning Facilitators (change agents): Helping P/TSO’s determine “HOW” LTAD implementation planning is going to happen:

- Technical reviews of PSO plans
- Focus: Helping PSO take national sport LTAD and operationalize it in province/territory:

- Ensure planning is inclusive of the entire spectrum of LTAD stages: Active Start (if applicable) through to Train to Compete and Active for Life ... (VERTICAL INTEGRATION)
- Inclusive of Athletes with a Disability, if applicable
- Encourage partnerships and planning with complimentary organizations. For example: schools, municipal recreation, other like-sports, foundation sports, etc. (HORIZONTAL INTEGRATION within PSO LTAD plans)
- Interact and share with all members of LTAD Support Team and the P/T LTAD Lead on regular basis (... so as to avoid duplication of efforts as individual P/TSO's do their planning)

#### c) Planning Specialists

- Physical Literacy Planning (Fundamental Movement Skills; Growth & Development, etc.):  
Review plans and contribute technical expertise related to P/TSO programs and services contributing to Physical Literacy development
- High Performance Planning:  
Periodization - training, competition & recovery that is “stage-appropriate” for athletes involved
- Evaluation and Review:  
Assist with establishing evaluation frameworks and key performance indicators to ensure “accountability” with respect to P/TSO deliverables required by NSO's, funders or P/T government.

**Individuals possessing some or all of the following skill sets may contribute to the Support Team:**

- Comprehensive knowledge of athlete and coach development principles, including those related to LTAD and the NCCP
- Working knowledge of annual planning, periodization and tapering
- Training/education/experience as a high performance coach or in a technical advisor/facilitator capacity, in major international, national, provincial competition environments.
- Knowledge and educational background in the science of LTAD (Exercise Physiology, Growth & Development, etc),
- Demonstrated experience working in Provincial and/or Canadian sport system and or other successful sport systems around the world
- Experience with planning & facilitation

## APPENDIX 2

### British Columbia: CS4L Experts – Job Descriptions

#### Schedule A: CS4L Education Sessions Consultant

The Contractor will provide the following services:

##### A. Project Scope

2010 Legacies Now is creating sustainable legacies that will benefit all of British Columbia as a result of hosting the 2010 Olympic and Paralympic Games. Building the capacity of the sport and recreation sector at both provincial and communities levels is an important component of this legacy programming for sport and recreation in British Columbia

The Canadian Sport for Life (CSL) project in BC will provide both technical support and planning grants to Provincial Sport and Multi-sport Organizations to conduct program audits and hold planning meetings to ensure alignment with the national framework and applicable National Sport Organization plans. The program will also provide educational and promotional workshops at the provincial and community level.

##### B. Consulting Role:

Lower Mainland / Fraser Valley / Vancouver Island Community Speaker

##### C. Project Services:

Within a team of BC Canadian Sport for Life (BC-CSL) project contractors, the Contractor will:

1. work with the Project Manager to develop the appropriate type of information delivery and presentation materials for educational sessions;
  2. work with the Project Manager to coordinate schedules and materials for on-site sessions;
  3. using materials provided by the Project Manager, conduct on-site educational sessions at the community sport and recreation level to communicate the CSL philosophy, principles and application to community-level programming; and
  4. using materials provided by the Project Manager, conduct on-site educational sessions for the education sector (all levels) to communicate the CSL philosophy, principles and application to programming.
-



## Schedule B: PSO CS4L Plan Reviewer

The Contractor will provide the following services:

### A. Project Scope

2010 Legacies Now is creating sustainable legacies that will benefit all of British Columbia as a result of hosting the 2010 Olympic and Paralympic Games. Building the capacity of the sport and recreation sector at both provincial and communities levels is an important component of this legacy programming for sport and recreation in British Columbia

The Canadian Sport for Life (CSL) project in BC will provide both technical support and planning grants to Provincial Sport and Multi-sport Organizations to conduct program audits and hold planning meetings to ensure alignment with the national framework and applicable National Sport Organization plans. The program will also provide educational and promotional workshops at the provincial and community level.

### B. Consulting Role:

Sport Organization Plan Reviewer / Technical Education Speaker / Lower Mainland Community Speaker

### C. Project Services:

Within a team of BC Canadian Sport for Life (BC-CSL) project contractors, the Contractor will:

1. Work with the Manager, Sport Programs to develop the appropriate type of information delivery and presentation materials for educational sessions;
2. Work with the Manager, Sport Programs to coordinate schedules and materials for on-site sessions and plan reviews;
3. Conduct on-site technical education small group sessions with staff and /or volunteers of Provincial Sport Organizations and Multi-sport Organizations about the CSL framework and its application to the applicable sport or service area;
4. Review Provincial Sport Organization plan drafts and Multi-sport Organizations plan drafts to ensure alignment to the Canadian Sport for Life framework and applicable National Sport Organization plans;
5. Using materials provided by the Manager, Sport Programs, conduct on-site educational sessions at the community sport and recreation level to communicate the CSL philosophy, principles and application to community-level programming; and
6. Using materials provided by the Project Manager, conduct on-site educational sessions for the education sector (all levels) to communicate the CSL philosophy, principles and application to programming.

## APPENDIX 3

### Newfoundland & Labrador Grant Program



#### Long Term Athlete Development/Canadian Sport For Life Project Grant Application

##### Purpose of the Program

The purpose of the Long Term Athlete Development/Canadian Sport for Life Project Grant is to support implementation of the LTAD and CS4L framework. Specifically, grants are available for the development and application of the principles of the first four stages of the LTAD framework into program design, development and delivery.

##### Eligibility

Provincial Sport Organizations who meet the following criteria can apply:

1. Is a member and in good standing with Sport Newfoundland and Labrador
2. PSOs who's respective National Sport Organization (NSO) have completed their sport-specific LTAD Plan, and PSO has reviewed the documentation.
3. PSOs having representation at the LTAD workshop on January 24, 2009
4. PSO has identified a project lead/facilitator who will guide the implementation development for the PSO.

##### Project Guidelines

1. The objectives of the proposal must focus on one or more of the first four stages of Sport Canada's *Canadian Sport for Life* (CS4L) Long Term Athlete Development (LTAD) model. These stages are i. Active Start, ii. FUNdamentals, iii. Learning to Train, iv. Training to Train.
2. Projects must be program or resource oriented.
3. Application deadline is March 27, 2009
4. The sport organization must agree to the adoption and application of the principles of the LTAD/CS4L framework into the sport's programming design, development and delivery.
5. The PSO plan, with implementation steps, timelines and projected required resources, must be completed within 18 months of the application submission.
6. PSOs are requested to recognize the contribution of Sport Newfoundland and Labrador.
7. A PSO receiving funding shall submit a completed Accountability Report to SportNL within 60 days of the completion date of the project which is to include a financial report.
8. Two thirds of funding will be provided to the PSO upon approval of the application and the remaining one third upon completion of guideline #7.
9. PSOs must include a copy of their NSOs LTAD plan with this application.
10. Progress reports are to be submitted at the request of SportNL.



## Long Term Athlete Development/Canadian Sport For Life Project Grant Application

Legal Name of Organization: \_\_\_\_\_

Mailing Address (cheque will be forwarded to this address unless otherwise indicated):

\_\_\_\_\_

\_\_\_\_\_ Postal Code: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Telephone: \_\_\_\_\_

Email Address: \_\_\_\_\_ FAX: \_\_\_\_\_

Please answer the following questions in the space provided (more detailed information must be included in a covering letter - see document checklist below)

1. Please provide a detailed description of the program you are proposing.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Which stage(s) of LTAD does the proposed project address.

☐ Active Start   ☐ FUNdamentals   ☐ Learning to Train   ☐ Training to Train.

3. What is the proposed implementation process for this project?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Expected Start Date: \_\_\_\_\_ Expected Completion Date: \_\_\_\_\_  
(month and year) (month and year)

5. Indicate how you intend to measure results.

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### Budget Information

Internal Contribution: \_\_\_\_\_

Other Contributions: \_\_\_\_\_

LTAD Grant Request: \_\_\_\_\_

**Note:** A detailed budget outlining revenues and costs must be attached.

### Declaration

On behalf of \_\_\_\_\_, I agree to abide by the above noted guidelines.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Application Checklist

- ☐ A covering letter is attached, presenting a clear and complete description of the proposed project and program goals.

#### Budget Checklist

- ☐ A detailed budget outlining revenues from all sources and costs is attached.  
☐ Items on budget are listed in order of priority.  
☐ Quotes and Sources of Estimates are attached if applicable

#### Support Documentation Checklist

- ☐ Support documentation from other groups that will benefit (schools, local groups, etc.) is attached (if applicable).

## **APPENDIX 4**

### **Saskatchewan LTAD Implementation Grant (*Excerpt*)**

#### ***Canadian Sport for Life – Long Term Athlete Development***

#### **CS4L - LTAD Implementation Planning Assistance Program**

##### **Grant Purpose:**

To provide financial assistance to provincial sport organizations for establishing sport-specific CS4L - LTAD Implementation Plans for their organization and to assist with 'action-ing' these plans once developed.

##### **Sources of funding:**

This grant program is supported through the Saskatchewan Lotteries Trust Fund and by Sport Canada through the Federal-Provincial Sport Participation Bilateral Agreement.

##### **Who is eligible to apply?**

- Provincial sport organizations whose national body (NSO) has completed their national sport LTAD plan, as recognized by Sport Canada.
- Organizations must submit a completed application, including a preliminary "Plan to Plan" (Appendix 1), as well as a signed "Grant Recipient Commitment" indicating acceptance of the grant criteria required for use of these funds. (Appendix 2)

##### **How much funding is available?**

Approved organizations are eligible to receive up to \$7,000 for CS4L - LTAD Planning Support. In extenuating circumstances, eligible amounts may vary based on how a national sport organization (NSO) was recognized and supported by Sport Canada for the development of their national sport LTAD plan.

Costs to complete an organization's CS4L - LTAD Implementation Plan, over above the grant amount received, will require self-help contributions from the organization or from the Capacity/Interaction block of Annual Funding.

Organizations will have 15 months from the date of formal grant approval to complete the grant activities and submit the follow-up.

Over the course of the Sport Canada Bilateral Funding period (April 1, 2009 to March 31, 2011), funds will be available to support up to 35 provincial sport organizations.

##### **When can a PSGB Apply?**

- Applications will be accepted and considered on a first come-first served basis.
- In year one (2009-10) of this Grant Program, up to a maximum of twelve (12) organizations will be eligible to receive grant funding, with grant application deadlines of November 15, 2009 and February 15, 2010.
- In year two (2010-11), up to 23 more provincial sport organizations may receive grant funding, with grant application deadlines of June 1, 2010 and November 15, 2010.

### **Application requirements:**

Applications must include a completed application form, a completed Plan-to-Plan with budget (Appendix 1) and a signed "Grant Recipient Commitment" form (Appendix 2).

### **Eligible Expenditures:**

Grant funds may be used for the following:

- Meeting costs associated with the review of current programs and services
- Meeting costs associated with CS4L - LTAD planning
- Facilitator or consultant fees and expenses
- Direct communications costs related to plan roll-out and implementation, such as membership presentations and document production.

*NOTE: Expenses incurred prior to approval of this grant are not eligible.*

### **How will applications be assessed?**

The review of applications will be done by a sub-committee consisting of Sask Sport representatives and LTAD Planning Facilitators. The review of applications received will be based on the information provided in the application and assessed against the grant criteria established.

### **What can be expected once a decision is reached?**

Within six weeks of the application deadline, organizations will be notified in writing as to the outcome of their application.

Organizations will receive 100% of the approved grant amount following formal approval.

### **What is expected once the grant period is finished?**

Organizations will have 15 months from the date of formal grant approval to complete the grant activities and submit the follow-up.

The follow-up consists of the following requirements:

- A completed Grant Follow-up Report form
- Samples of communications documents, etc.
- 4 copies of the finalized CS4L – LTAD Implementation Plan
- An interim financial report with grant revenues and expenditures reported by fiscal year and itemized as per the budget submitted in the Plan to Plan document. This report must be supported by audited financial statements, if they are available, or general ledger listings of the accounts, if audited financial statements are not yet available.

*\*\*Note: The grant file will not be closed until audited financial statements are available for all fiscal years covered by the grant period and audited amounts have been verified to the interim financial report provided.*





Unused grant funds must be returned to Sask Sport Inc.

<b>Additional Forms:</b>	<i>Appendix 1 – Plan to Plan (with proposed budget)</i> <i>Appendix 2 – Grant Recipient Commitment Form</i> <i>Appendix 3 – Build your Provincial CS4L – LTAD Implementation Plan</i> <i>Appendix 4 – Sample Provincial LTAD Planning Team Composition</i>
--------------------------	---

(End of Excerpt)

## APPENDIX 5

### Alberta – CS4L Grant Program (*Excerpt*)

<p style="text-align: center;"><b><i>Canadian Sport for Life Project Grant</i></b></p> <p style="text-align: center;">APPLICATION</p> <div style="text-align: center;">  <p><b>ALBERTA SPORT, RECREATION PARKS &amp; WILDLIFE FOUNDATION</b></p> </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  <p>Canadian Heritage    Patrimoine canadien</p> </div> <div style="text-align: center;">  </div>	<p><b><u>Mission of the ASRPWF</u></b></p> <p>To facilitate and enhance activities, lifestyles and legacies through the development of active partnerships in Sport, Recreation, Parks and Wildlife programs.</p> <p><b><u>Purpose of the Program</u></b></p> <p>The purpose of the <i>Canadian Sport for Life Project Grant</i> is to support implementation of the <i>Canadian Sport for Life</i> and <i>LTAD</i> framework. Specifically, grants are available for the development and application of the principles of the first four stages of the LTAD framework into program design, development and delivery.</p> <p><b><u>Eligibility – Who Can Apply?</u></b></p> <p>The following groups are eligible to apply:</p> <ol style="list-style-type: none"> <li>1. Non profit organizations with a provincial scope in nature, such as Provincial Sport/ Recreation Associations and Active Living Organizations. Affiliates or clubs must apply through the provincial body.</li> <li>2. Aboriginal communities or groups.</li> <li>3. Municipalities.</li> <li>4. Educational Institutions and School Boards.</li> <li>5. Regional Health Authorities</li> </ol> <p>For-profit organizations will not be considered for funding</p> <p><b><u>For More Information</u></b></p> <p><a href="http://www.asrpwf.ca">www.asrpwf.ca</a></p> <p>Program Coordinator: Shona Schleppe    780-415-0262</p> <p>This number can be reached toll free through Service Alberta by first dialing 310-0000.</p>
--	---

## **Project Guidelines**

Applications will be reviewed on their individual merit based on the objectives of the Foundation, the financial resources available and the following parameters.

- All projects must fit within the mandate of the Alberta Sport, Recreation, Parks and Wildlife Foundation.
- The objectives of the proposal must focus on one or more of the first four stages of Sport Canada's *Canadian Sport for Life* (CS4L) long term athlete development (LTAD) model. These stages are "Active Start," "FUNdamentals," "Learning to Train," and "Training to Train."
- Applicants may apply for up to \$7,500 once per calendar year.
- In order to avoid any duplication, projects must be outside the scope of existing Foundation programs.
- Priority will be given to projects that are innovative and creative.
- Projects must be program or resource oriented. Research projects are not eligible.
- Projects should have a component of self-help: an indication of funds and/or volunteer time contributed by the individual or organization.
- Applications for projects must be received prior to the initiation of the project/purchase of equipment.
- An applicant may not receive funding from another lottery funded program or foundation for the same identified project.

### **Eligible Expenses**

- Equipment and instructors fees for programs
- Presenters fees and expenses for workshops.
- Resource development and production costs.
- Expenses related to travel to National Meetings.
- Quotes and Sources of Estimate must be included.

### **Items not Funded**

- Operational costs and administrative expenses.
- Office related equipment.
- Facility rental and hosting requirements (food and beverage at workshops or seminars)

## **The Application Process**

The following process has been formulated so the Foundation can deal with applications in a fair, equitable and efficient manner.

- Application deadlines are May 1 and October 1 each year.
- Complete applications must be postmarked on or before the deadline and sent to the address on the application form. Faxed or emailed applications will not be accepted.
- An original copy of the Declaration Page must be provided.
- Decisions on applications will be made within 90 days of the respective deadline.

## **Report and Commitment**

An applicant receiving funding shall submit a completed Accountability Report to the Foundation within 60 days of the completion date of the project. A reporting template will be provided upon approval and includes:

- A. Performance Measurements
- B. Demonstration of Public Recognition of the Foundation and Sport Canada
- C. Statement of Grant Expenditure
- D. Declaration of Grant Expenditure
- E. Reporting Outcomes

- Any monies not utilized for the particular project stated on the application shall be returned to the Foundation within 60 days of the completion date of the project.
- A condition of accepting funding is that an auditor authorized by the Foundation will have access to all books and records having any connection with the monies received to ascertain whether they were spent for the purpose for which they were intended.

*Previous financial accounting is required prior to considering future applications from the same group.*

NOTE: This program is a joint agreement with Canadian Heritage (Sport Canada) and Alberta Tourism, Parks and Recreation (Alberta Sport, Recreation, Parks and Wildlife Foundation).

- Applicants are requested to arrange publicity to recognize the contribution of the Foundation and Sport Canada.
- Communications and Services offered by the applicant should adhere to the Official Languages Act.



## APPENDIX 6

### British Columbia – CS4L Grant Criteria: Disability Sport PSO (Excerpt)




# CANADIAN SPORT FOR LIFE

## DISABILITY SPORT PROVINCIAL SPORT ORGANIZATION

### MULTI-SPORT PLANNING GRANT APPLICATION

#### 2007 - 2008 Applicant Information

2010 Legacies Now is introducing a new BC Planning Grant Program to support implementation of the Canadian Sport for Life framework in the province.

**MULTI-SPORT PLANNING GRANTS:**  
Grants are available for eligible Disability Sport Provincial Sport Organizations (DS-PSO) to conduct an internal assessment of programs and activities for sports within their jurisdiction, plan required revisions and new program development to ensure the alignment of programming to the Canadian Sport for Life framework and work with applicable Provincial Sport Organizations (PSO) in the integration of programming and development plans. Planning will be initiated with specific PSOs as their National Sport Organization's (NSO) plans and frameworks are completed. Each sport-specific plan must be completed within 18 months of the grant application submission.

**ELIGIBILITY:**  
Five Disability Sport Provincial Sport Organizations that have multiple sport responsibilities are eligible to receive the BC-CSL planning grants. Organizations must re-apply each year for specific sports. Key indicators must be achieved for continued eligibility for the multi-sport grants. Eligible organizations are the BC Blind Sport and Recreation Association, BC Wheelchair Sports, BC Special Olympics, BC Deaf Sport and Sportability.

**APPLICATION DEADLINE:**  
2007-08 Applications will be accepted between November 20, 2007 and January 31, 2008 for the funding period through to June 2008. The next application period will start in July 2008.

**FUNDING LEVELS:**  
The Disability Sport Multi-Sport planning grants range from \$1,500 to \$2,500 per year, based on the number of sports in the planning project and the required level of collaboration with Provincial Sport Organizations. (see Appendix 1)

### Grant Application

(complete 4 pages of this form)

Multi-Sport Organization: _____	
Project Contact: _____	
Senior Staff: (if different than above) _____	
Mailing Address: _____	
City: _____	Postal Code: _____
Project Contact Email: _____	Contact Phone: _____

1



**CANADIAN SPORT FOR LIFE**  
**DISABILITY SPORT PROVINCIAL SPORT ORGANIZATION**  
**MULTI-SPORT PLANNING GRANT APPLICATION**  
**Recipient Commitment for the BC Canadian Sport for Life**  
**Planning Grants**

The Disability Sport Provincial Sport Organization (DS-PSO) representative must commit to each of the following requirements to receive the CSL Planning Grant.

1. The DS-PSO agrees to the adoption and application of the principles of the *Canadian Sport for Life* framework into programming design, development and delivery.
2. The DS-PSO plan for each sport, with implementation steps, timelines and projected required resources, will be completed within 18 months of the application submission.
3. The DS-PSO plan will align with the applicable National Sport Organization's CSL plan and framework for participants and athletes with a disability.
4. The DS-PSO will support vertical integration through program development and delivery, and ensure participant and athlete pathways for all stages of the Canadian Sport for Life framework.
5. When participants and athletes with a disability are currently or potentially involved in a sport through an able-bodied sport Provincial Sport Organization (and their clubs), the DS-PSO will work with the applicable sport group. The "work" may differ from sport to sport but could include plan assistance, assistance with technical resources or education about program development. (eg: performance athletes with a disability training with mixed able-bodied / disabled athlete clubs)
6. The DS-PSO will consider coaching development and officials' development in planning discussions.
7. When appropriate, the DS-PSO will include a community-based representative on the sport's CSL planning team. The representative should primarily be involved in the delivery of local programs.
8. When appropriate, the DS-PSO will support horizontal integration through discussions with "like-sports" under the jurisdiction of other DS-PSOs or able-bodied sport PSOs. Discussions should investigate possible shared program planning or other initiatives, specifically at the Awareness, Active Start, First Contact, Fundamental, Learn to Train and Active for Life stages.
9. The DS-PSO will have one of the 2010 Legacies Now project consultants review at least the 1<sup>st</sup> draft of each sport plan. Feedback will be provided for plan revision.
10. The DS-PSO must submit each completed BC-CSL sport plan to 2010 Legacies Now.

On behalf of \_\_\_\_\_ Association, I agree to abide by the requirements noted above.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



**CANADIAN SPORT FOR LIFE**  
**DISABILITY SPORT PROVINCIAL SPORT ORGANIZATION**  
**MULTI-SPORT PLANNING GRANT APPLICATION**

**Plan To Plan**

*A separate "Plan to Plan" page must be completed for each sport for which planning work will be done in the year of application.*

The "Plan to Plan" provides 2010 Legacies Now with key indicators demonstrating planning progress. The DS-PSO should be working on CSL plans for their sports for which the applicable National Sport Organization has completed or will be completing their national framework in 2007-08.

Sport: \_\_\_\_\_

1. Date Program Inventory and Audit to be completed by: \_\_\_\_\_

2. Planning Meeting Dates: (as applicable)      Meeting #1 \_\_\_\_\_  
    Meeting #2 \_\_\_\_\_  
    Meeting #3 \_\_\_\_\_

3. Expected Planning / Discussion Team members: (name, title and location)


4. Date First Draft to be completed by: \_\_\_\_\_

5. Date Second Draft to be completed by: \_\_\_\_\_

6. Date Final Plan to be completed by: \_\_\_\_\_

*If in existence, please submit 4 copies of any national Canadian Sport for Life plans or documents for participants / athletes with a disability that have been created by the applicable National Sport Organizations.*



Office use only:

Date Received: \_\_\_\_\_ Attachments received:    Yes    No    Grant Awarded: \$ \_\_\_\_\_

Date / Amount of Disbursement: \_\_\_\_\_

## APPENDIX 7

### British Columbia – CS4L Grant Criteria (*Excerpt*)

	<p><b>CANADIAN SPORT FOR LIFE</b></p> <p><b>PROVINCIAL SPORT ORGANIZATION PLANNING GRANT APPLICATION</b></p> <p><b>2007 - 2008 Applicant Information</b></p>													
<p>2010 Legacies Now is introducing a new BC Planning Grant Program to support implementation of the <i>Canadian Sport for Life</i> framework in the province.</p> <p><b>PLANNING GRANTS:</b>          Grants are available for eligible Provincial Sport Organizations to conduct an internal assessment of programs and activities, and plan required revisions and new program development to ensure the alignment of programming to the <i>Canadian Sport for Life</i> framework. Plans must be completed within 18 months of the original application.</p> <p><b>APPLICATION ELIGIBILITY:</b>          A Provincial Sport Organization (PSO) is eligible to apply for a BC <i>Canadian Sport for Life</i> Planning Grant when their respective National Sport Organization (NSO) has completed their sport-specific framework. Provincial Sport Organizations must apply for these grants in the year in which they become eligible. PSOs eligible for grants in 2007-08 are listed on Appendix A on this form.</p> <p><b>APPLICATION DEADLINE:</b>          Based on the national list indicating stage of readiness of national plans, PSOs who are "Wave 1" and "Wave 2a)" sports are now eligible to apply for the 2010 Legacies Now planning grant. Applications should be submitted by January 31, 2008 for the funding period through to June 2008.</p> <p><b>FUNDING LEVELS:</b>          For the purpose of these grants, PSOs have been tiered based on their size, scope of programming, complexity of the competitive system, number of disciplines / events included within the sport and the inclusion of participants with disabilities in programming. The tier designation affects the level of the planning grant available to a sport. The sport list and potential grant amount is listed on Appendix A.</p> <p><b>GRANTS PAYMENTS:</b>          PSOs will receive two-thirds of their planning grant in the first payment, and the remaining one-third upon successful completion of key indicators.</p>														
<p><b>Grant Application</b>          (complete 4 pages of this form)</p>														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Provincial Sport Organization: _____</td> </tr> <tr> <td colspan="2">Project Contact: _____</td> </tr> <tr> <td colspan="2">Senior Staff: (if different than above) _____</td> </tr> <tr> <td colspan="2">Mailing Address: _____</td> </tr> <tr> <td>City: _____</td> <td>Postal Code: _____</td> </tr> <tr> <td>Project Contact Email: _____</td> <td>Contact Phone: _____</td> </tr> </table>			Provincial Sport Organization: _____		Project Contact: _____		Senior Staff: (if different than above) _____		Mailing Address: _____		City: _____	Postal Code: _____	Project Contact Email: _____	Contact Phone: _____
Provincial Sport Organization: _____														
Project Contact: _____														
Senior Staff: (if different than above) _____														
Mailing Address: _____														
City: _____	Postal Code: _____													
Project Contact Email: _____	Contact Phone: _____													
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## CANADIAN SPORT FOR LIFE



### PROVINCIAL SPORT ORGANIZATION PLANNING GRANT APPLICATION

#### Recipient Commitment for the BC Canadian Sport for Life Planning Grants

The PSO representative must commit to each of the following requirements to receive the CSL Planning Grant.

1. The sport organization must agree to the adoption and application of the principles of the Canadian Sport for Life framework into the sport's programming design, development and delivery.
2. The PSO plan, with implementation steps, timelines and projected required resources, must be completed within 18 months of the application submission.
3. The PSO plan must align with the National Sport Organization's CSL plan and framework.
4. The PSO will support vertical integration through program development and delivery and ensure participant and athlete pathways for all applicable stages of the Canadian Sport for Life framework.
5. The PSO will consider coaching development and officials' development in planning discussions.
6. The PSO will include at least 2 community-based representatives on the CSL planning team. These representatives should primarily be involved in the delivery of local programs and should be located in different types of areas from each other.
7. The PSO will support horizontal integration through discussions with "like-sports". Discussions should investigate possible shared program planning or other initiatives, specifically at the Active Start and Fundamental stages.
8. The PSO must have planning and programming discussions with applicable Disability Sport experts, if participants with a disability are involved at any stage of program delivery.
9. The PSO must have one of the 2010 Legacies Now project consultants review the work after draft 2. Feedback will be provided for plan revision.
10. The PSO must submit their completed CSL plan to 2010 Legacies Now.

On behalf of \_\_\_\_\_ Association, I agree to abide by the requirements noted above.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **APPENDIX 8**

### **Newfoundland & Labrador: Canadian Sport For Life (CS4L) Project Leader**

#### **Project Overview:**

A new position of Canadian Sport 4 Life (CS4L) Project Leader will be hired to assist in the development of an implementation strategy for CS4L in Newfoundland & Labrador. The Department of Tourism, Culture and Recreation, in collaboration with Sport NL, Recreation NL and School Sport NL, will partner to support and implement the CS4L philosophy and principles and to promote and support Newfoundlanders and Labradorians to value sport, recreation and physical activity throughout their lives. The individual would work with all partners to help develop, coordinate, educate and build a strategy for CS4L to enhance the physical well being and support a foundation for sport and recreation for all the people of our Province.

The Canadian Sport for Life model encourages individuals to become physically literate. A physically literate individual would have acquired and developed fundamental movement and sport skills through participation in sport and recreation activities before they start their adolescent growth spurt. With greater physical literacy come greater appreciation, enjoyment, confidence, self-motivation and extended life-long participation in sport and other physical activities.

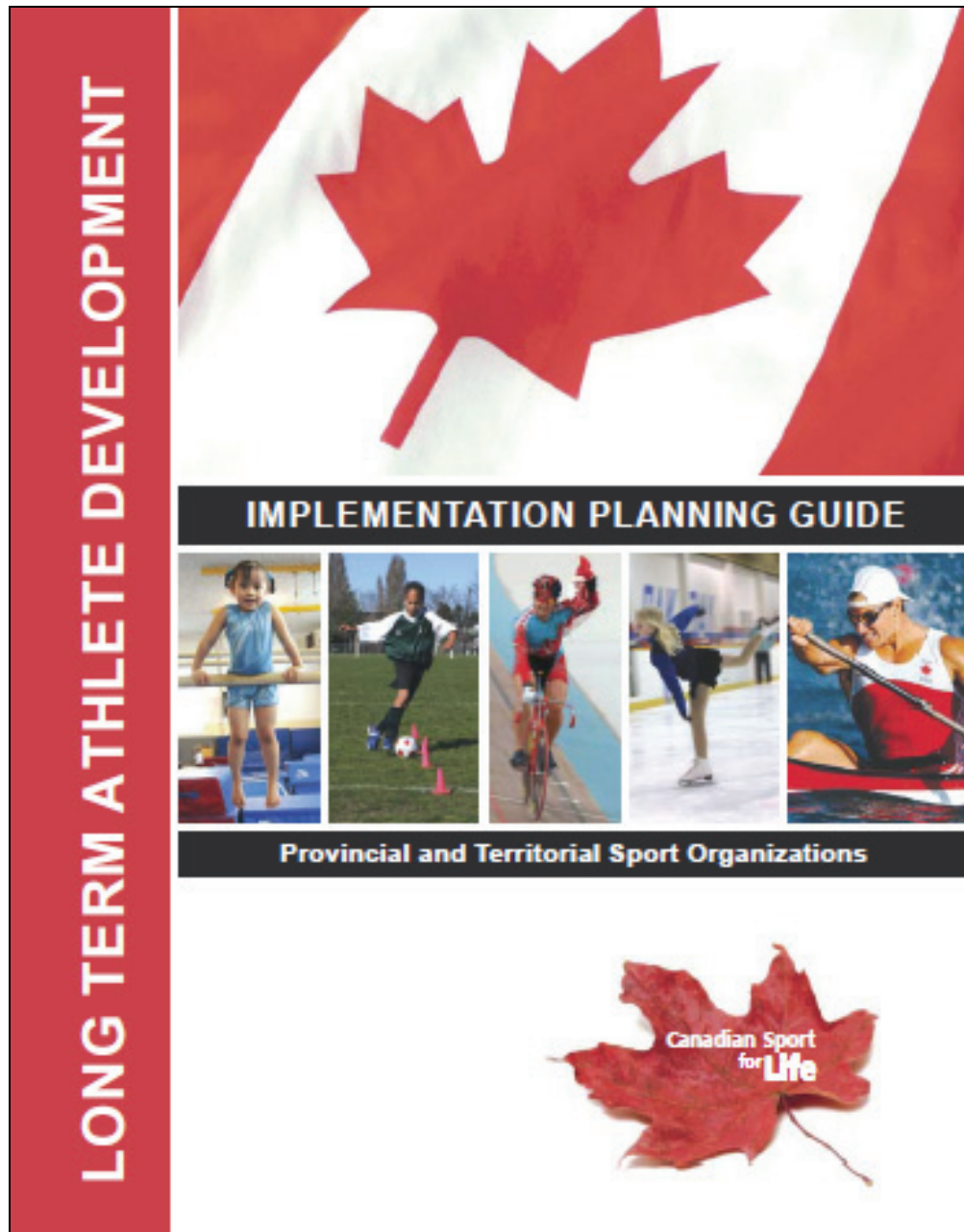
The development and implementation of CS4L in Newfoundland and Labrador will be facilitated by working with sport and recreation organizations, education sectors, community health, child and youth services and operators of child, youth and senior centers across the province. The establishment of pilot sites to promote sport for life and long term athlete development initiatives will be supported and shared with our partners.

#### **Position Description:**

The CS4L Project Leader will receive guidance from and report to the CS4L Advisory Board. The CS4L Project Leader will be responsible for the development, coordination and implementation of the CS4L action plan and to work with provincial partners to achieve the outcomes of the plan.

## APPENDIX 9

### P/TSO Implementation Planning Guide



## APPENDIX 10

### Province of Ontario: PSO Base Funding – Preamble (Excerpt)

#### ***Purpose of the PSO/MSO Base Funding Program***

The Ministry of Health Promotion is pleased to provide you with the 2009-2010 Provincial Sport Organization and Multi Sport Organization (PSO/MSO) Base Funding Guidelines.

The PSO/MSO Base Funding Program supports the achievement of the goals and objectives of *ACTIVE2010*, the provincial government's comprehensive strategy to increase physical activity and participation in sport in Ontario. The Base Funding Program supports the sport goals of *ACTIVE2010* that are identical to the goals of the *Canadian Sport Policy (CSP)*, which are Enhanced Participation, Enhanced Excellence, Enhanced Capacity and Enhanced Interaction.

PSOs and MSOs stimulate high performance and broad-based participation in amateur sport, and physical activity in general, at all levels and in all regions of Ontario. This results in significant public benefits including:

- The development of healthy lifestyles through widespread participation in sport and recreation;
- The encouragement of physical activity and the pursuit of athletic excellence; and
- The development of a culture of “sport excellence”, whereby sport is valued in the everyday lives of Ontarians.

---

### New for 2009-2010

#### **Emerging Trends and Priorities**

Since the last base funding application process in 2006-2007 the sport landscape has changed significantly in Ontario as a result of a number of emerging trends, priorities and other initiatives. These include:

- **The Ministry's commitment to implement Canadian Sport for Life (CS4L) and related Long-Term Athlete Development Model (LTAD) in Ontario;**
- The establishment of the *Quest for Gold* Program;
- The emergence of the Canadian Sport Centre – Ontario and the Coaches Association of Ontario as key players in athlete and coach development;
- The bid for the Toronto 2015 Pan/Parapan American Games;
- Initiatives at the national level such Podium Canada's “Own the Podium” and “Road to Excellence” programs that are targeting funding to those sports that demonstrate the most potential to obtain podium finishes; and
- Continued decline in participation in sport, particularly amongst under-represented groups.

#### **Review of PSO/MSO Base Funding Program**

The Ministry must respond to emerging trends and priorities by examining all that it does in sport to ensure that funding dollars are being optimized for the achievement of stated goals and

*(End of Excerpt)*

***NOTE: Base Funding Application: Available in electronic format, only***



## APPENDIX 11

### Volleyball Québec : Funding Application



# Modèle de développement des athlètes en volleyball

2009-2013

24 avril 2009

Présentation soumise auprès de la direction du sport et de l'activité  
physique du Ministère de l'Éducation, du loisir et du sport du  
Québec.

1

## TABLE DES MATIÈRES

1. Schéma du cheminement de l'athlète
  2. Les exigences du volleyball au haut niveau
  3. Principes de croissance et de maturation
  4. Contenus et conditions d'encadrement
  5. Programmes contribuant au développement de l'excellence
    - 5.1. Programme de soutien aux athlètes élite et relève
    - 5.2. Programme de soutien à l'engagement d'entraîneurs
    - 5.3. Programmes sport-études au secondaire
    - 5.4. Programme des Jeux du Québec
  6. Présentation des projets soumis aux fins de soutien financier
- Annexe A. Prescription des facteurs d'entraînement
- Annexe B. Profil du participant du stade de l'instruction au stade de la spécialisation
- Annexe C. Tableau de données sur le haut niveau
- Annexe D. Présentation individuelle de chacun des projets

### Le cheminement intégré du volleyball et volleyball de plage

Le volleyball et le volleyball de plage ont plusieurs aspects en communs. Lors du stade de la métamorphose du participant en athlète, il est difficile de prédire quelle discipline, pour un joueur de volleyball en plein développement, sera la mieux adaptée aux qualités athlétiques de ce joueur. Les dirigeants du volleyball ont donc la responsabilité d'exposer les jeunes athlètes aux deux disciplines. Il semble y avoir un transfert positif des performances d'une discipline à l'autre, malgré la quantité limitée de recherches sur le sujet.

La participation au volleyball de plage permet aux athlètes

- d'avoir accès à un réseau organisé de compétitions durant l'été,
- d'augmenter son expérience de jeu par une plus grande sollicitation directe dans l'action,
- d'utiliser l'ensemble des savoir-faire moteurs,
- d'enrichir son bagage sur le plan de la tactique individuelle,
- d'offrir une stabilité de performance et émotionnelle de façon continue.

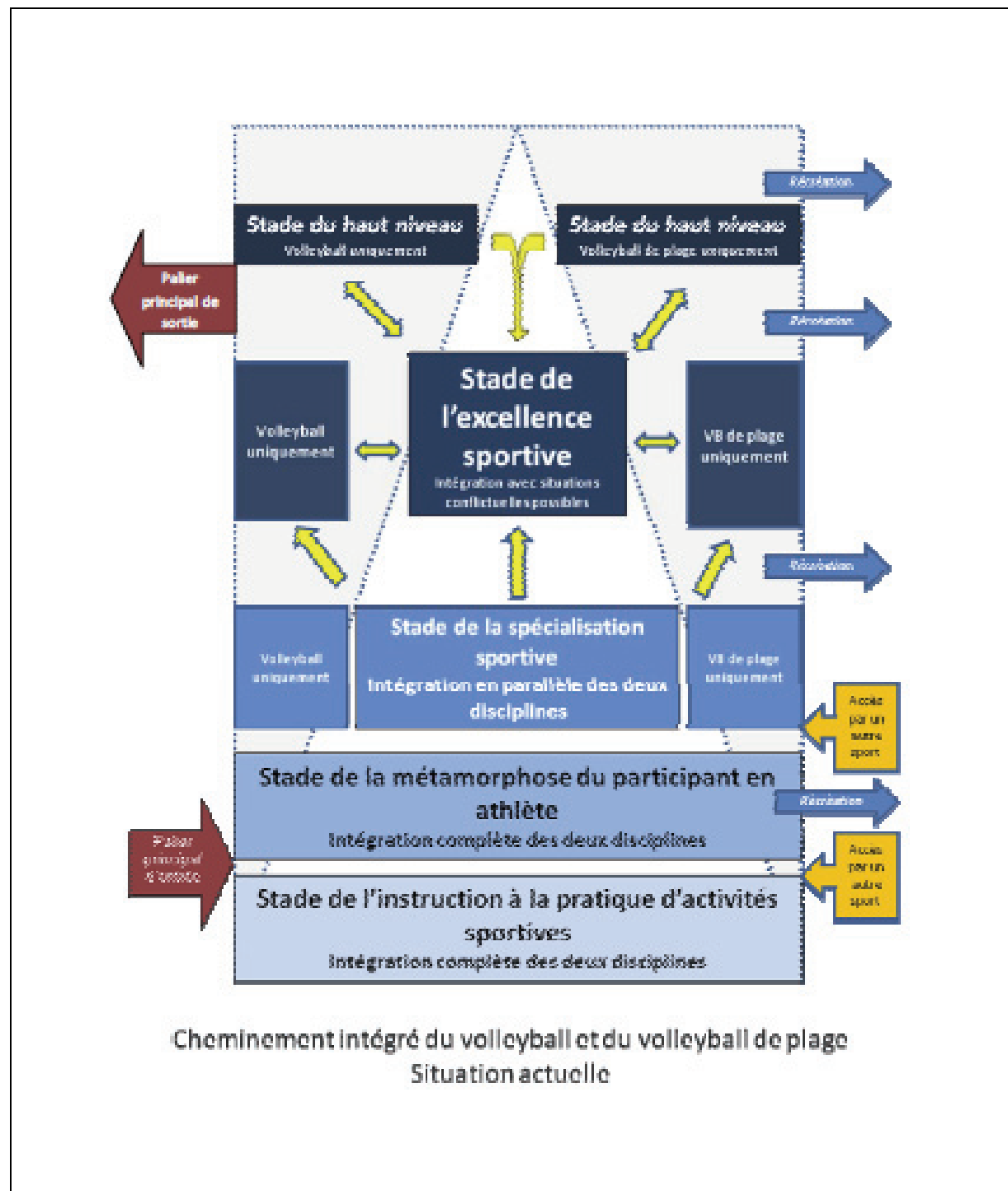
La participation au volleyball permet aux athlètes

- d'avoir accès à un réseau organisé d'entraînements et de compétitions durant l'année.
- de développer leurs habiletés relationnelles,
- d'être confronté à une rapidité de jeu plus grande,
- de développer leurs capacités offensives face à plusieurs contreurs,
- d'améliorer leur habileté générale face à un ballon moins malléable.

Les éléments précédents ne représentent pas une liste exhaustive et sont inspirés du document « *Le volleyball pour la vie* » de Volleyball Canada. Il semble vraisemblable de croire que les deux disciplines peuvent bénéficier l'une de l'autre dans le développement optimal de l'athlète.

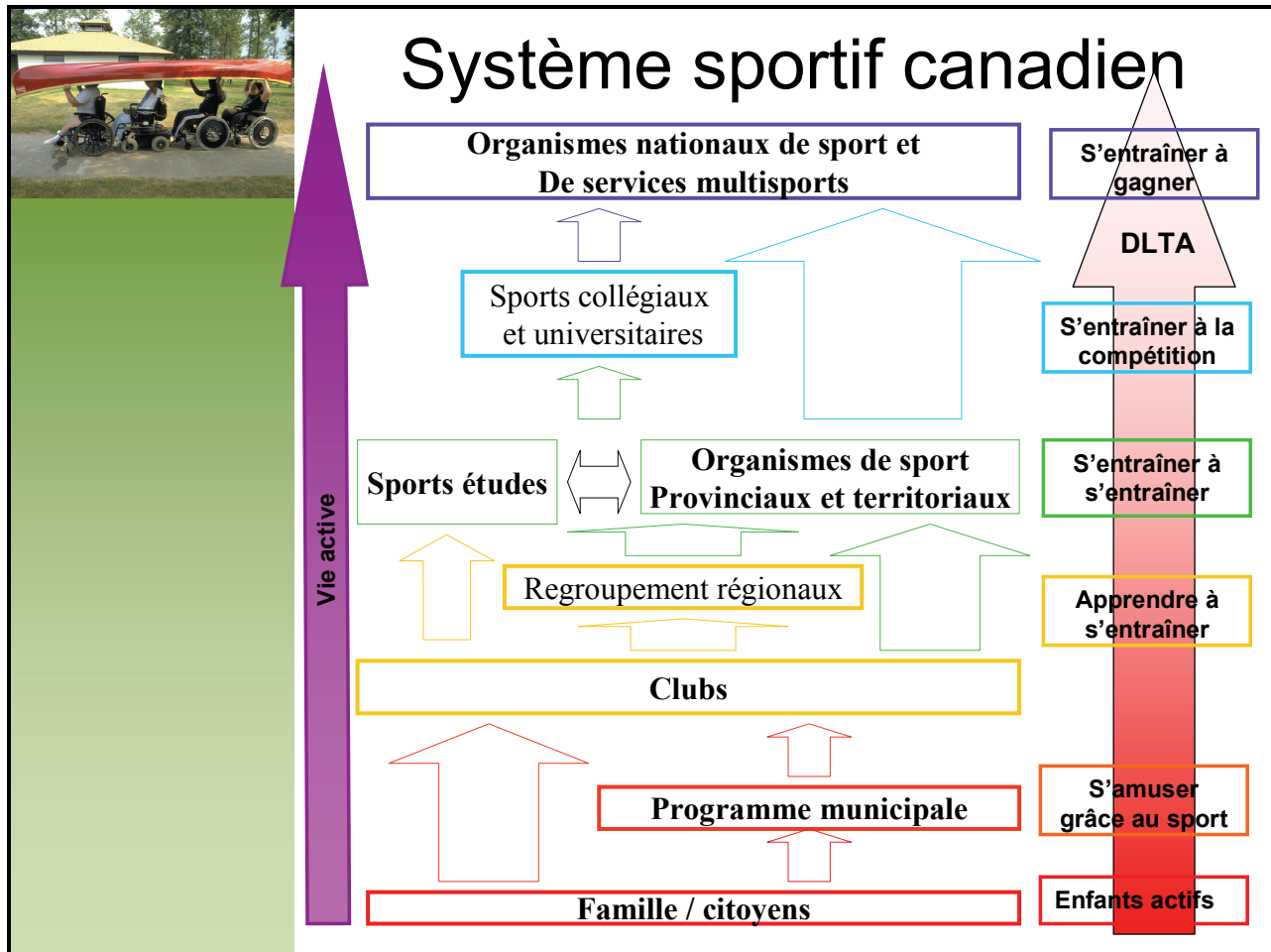
Mais la problématique du choix d'une discipline restera problématique pour l'athlète tout au long de sa carrière. Actuellement, le volleyball de plage n'a pas atteint encore son plein développement quant à son approche de l'excellence sportive tant au niveau canadien que québécois. Beaucoup de boulot devra être accompli pour éviter de placer les athlètes dans des situations conflictuelles entre les deux disciplines et surtout éviter que l'athlète franchisse la barre de l'épuisement physique ou psychologique par une participation aux deux disciplines au stade de l'excellence sportive. Un suivi important et une collaboration incontournable devront être assumés par les entraîneurs des deux disciplines.

Le tableau suivant inspiré de celui de Volleyball Canada, mais adapté à notre nomenclature présente ce cheminement.



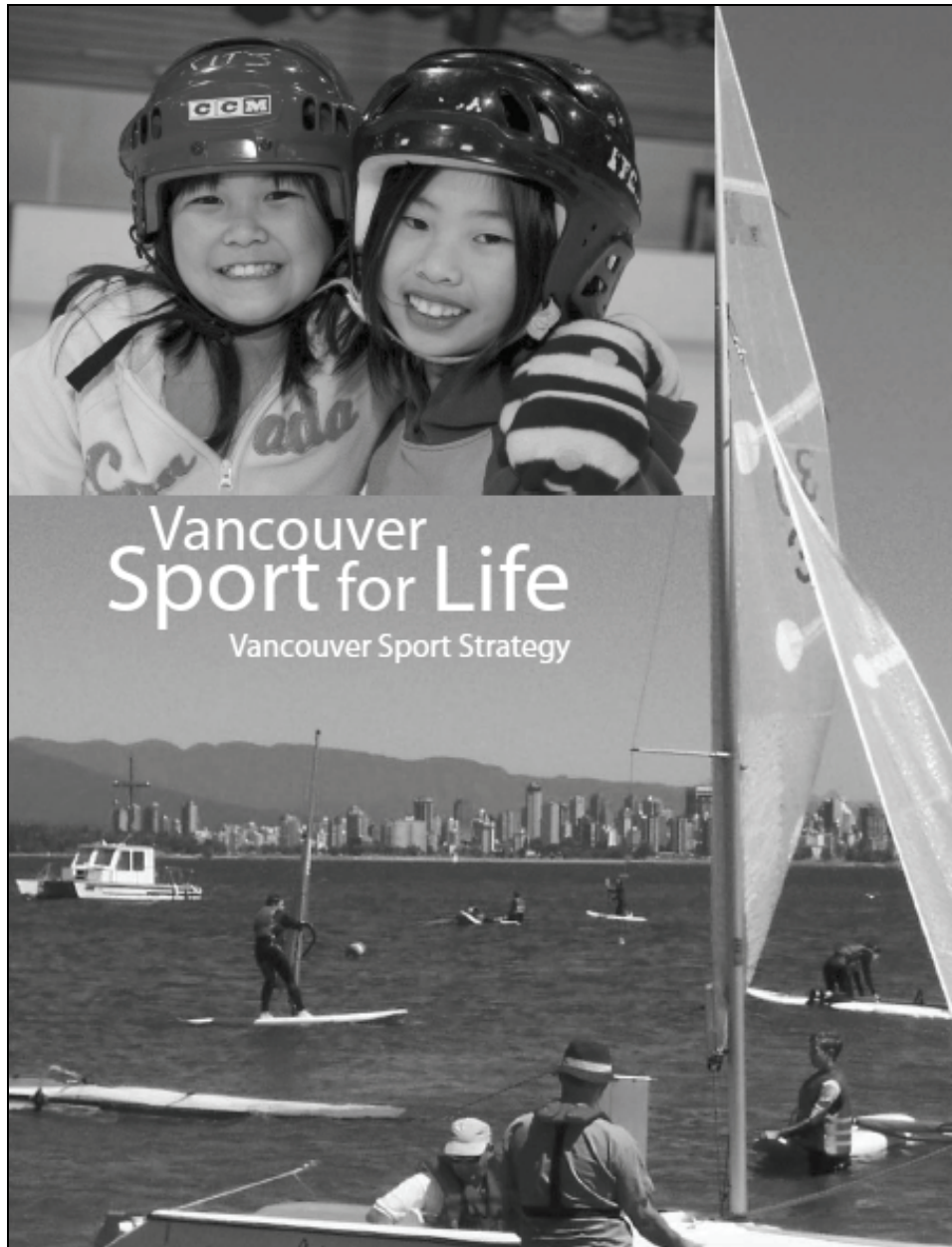
## APPENDIX 12

### Système sportif canadien



## APPENDIX 13

### Vancouver Sport for Life



**Vancouver Sport Strategy**  
May, 2008

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## APPENDIX 14

# ONTARIO SPORT4LIFE

Interim Report on:

**Senior Leaders Think Tank on the  
Horizontal Integration of the  
Canadian Sport for Life Model in Ontario**

July 31, 2009

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## APPENDIX 15

### **ALBERTA'S CS4L AMBASSADOR NETWORK**

The concept of the network was born from a number of Active Start and FMS Educational sessions we offered to the PSO's but also individuals from PRO's, Education, Early Childhood, Post Secondary, Health Services, Regional Health Boards, Coaches, and Provincial/Municipal Government employees.

Those attending expressed a real interest and desire to contribute to the CS4L principles from their sector. From this expressed interest and knowledge, an informal network of individuals expressed interest in facilitating and/or leading sessions. We realized certain sectors were in a "ready state" to be engaged and to also engage their community.

Some sectors stood out immediately, Education (K-12), also Early Childhood Education, Regional Health Services, Municipalities and the recreation setting. Surprisingly enough the representation at these Active Start/FMS sessions by PSO related individuals was not the majority of attendees, which in and of itself tells us about a real need for a focus on the sport community as WELL as all the other sectors who are ready and willing.

The sectors to this point that we have seen as points of focus but also as sectors in a "ready state" to be involved include:

- Sport: – within this sector all PSO's and Community Clubs
- Education: K-12 and Post Secondary
- Early Childhood Education: ECE Centres but also training institutions of EC Educators
- Recreation/Municipalities: all municipalities (regardless of size)
- Health: Professional Health sector, Medicine, Public Health Nurses
- Physical Activity: specific to Alberta, the Active Living Portfolio group which includes Alberta Centre for Active Living, Alberta CSEP, AFLCA, EverActive Schools and theBe Fit for Life Network.

#### **Sector Leadership**

The entire movement and network is administered and coordinated by the CS4L/LTAD Leads within the P/T Government.

#### **Non Government Leads:**

To establish a link with current CS4L/LTAD Experts and the Sector Heads or Facilitators.

The logical model for Alberta is to utilize the CS4L Master Facilitators - Steven Norris and Vicki Harber. These 2 individuals will be the Master or Lead Facilitators and provide LTAD expert guidance to the P/T Government Leads but also guidance and mentorship to the Sector Heads and Facilitators.

CS4L Bi-lateral funds would be set aside to compensate these individuals for meetings, CS4L domain consultations, advisement on the AB CS4L Conference, facilitation or presentations, as well as the time for consulting with Sector Heads.

### **Sector Heads:**

Each of the above 6 sectors would have an identified Leader (Head) that would be extremely well networked and versed within their sector. He/she could act as a representative on the PT Government's CS4L Workgroup led by Steven and Vicki but would also communicate the Workgroup and CS4L initiatives of the PT Government back to their Sector. He/she would also be the key person to identify individuals in each region of the province that would be the facilitator/mentor/ambassador for their sector in a particular region.

### **CS4L/LTAD Facilitator/Ambassador:**

The "on the ground" individuals in each region/community that act as a mentor, a source of information/resources or as a facilitator for CS4L/LTAD implementation within their community. These people would also receive an honorarium for presentations, facilitations or meetings related CS4L activities.

### **Regional Representatives:**

These CS4L/LTAD Ambassadors/Facilitators would not necessarily always be known by everyone in the community so a central point of communication is required. For example, if an individual from a school, a community club or a Public Health Nurse has questions regarding CS4L, maybe something he/she has read, seen or heard he/she has a contact point. CS4L Information Centre...

In Alberta, we have 7 Alberta Sport Development Centres, geographically situated across Alberta. The ASDC would be equipped with CS4L resources and a listing of facilitators. The ASDC is an easily accessible resource centre for an individual in the region to call and or drop in. In some cases, the ASDC may also employ a Sector Head or Ambassador. Many of these ASDC employ "specialists" in the areas of physical literacy, FMS, high performance planning and growth and development. Additionally, the ASDCs are eligible for CS4L funds via the Federal/Provincial Bi-lateral fund. The ASDC plans involve offering athlete programs, education sessions, training programs for individuals and sport groups within their community.

Another network, specific to the Physical Activity Sector is the Be Fit for Life Centres. This Network consists of 9 strategically located centres at Universities and Colleges throughout Alberta. They could also serve as a CS4L link relative to that sector, as the Centre may house a Sector Head or Ambassador.

## **Sector Descriptions**

### **Sport**

In some ways the Sport sector is and may be the most challenging to engage in terms of the pre-existing tendencies towards specialization and territorial/participant ownership.

However, the pre-existing knowledge of the CS4L and LTAD Model in most cases is or at least should be at a higher level than those sectors not already engaged in the CS4L philosophy and LTAD Model principles. Additionally there are pre-existing levels of expertise in LTAD implementation that can be accessed for the Sport Sector facilitators at the community level. Whether these be pre-existing LTAD Network Facilitators as identified on the CS4L website or sport specific people who have gone through the process of integration and implementation of the NSO LTAD model at the PSO level. These individuals can be identified and used as part of the Provincial Network but also integrated into the National LTAD Facilitator Network for sport.

A larger challenge within this sector as we have discovered, again due to the aforementioned territorial and sometimes lack of collaborative programs and activities amongst PSO's is to identify a credible and suitable individual to act as the Sector Head for Sport. WE need to identify an individual who has a good pulse on the entire PSO sport system, understands the needs and challenges of a provincial association, can communicate and mentor the Sport Sector, can be a facilitator, and will also represent the Sport Sector as the representative on the Provincial CS4L Workgroup.

In some cases where there is a provincial version of the Sport Matters Group, the leadership on the Executive of these Provincial Sport Advocacy groups can provide a good source for the Sector Head. We are currently exploring this and other possible candidates for best representation of the Sport Sector.

This is where I can see the template being developed for a Sport Sector Facilitator network would fit seamlessly as being developed by the F/P/T LTAD workgroup.

### **Education**

This sector is a relatively easy sector to engage as the principles of LTAD can be seamlessly integrated into the curricular outcomes, school sport and even after school programming.

All provinces have a Provincial Physical Educator network that can be used as a means of identifying a Sector Head from this current network as well as the sector's representation in terms of facilitators via the current Physical Educator Association.

### **Early Childhood**

This Sector is ready in Alberta! This sector focuses on Active Start and the FUNdamentals stages of the LTAD. This sector also includes the institutions who train child care workers and provide guidelines for day cares in the province. By accessing Alberta's CS4L Grant, a group based out of Mount Royal developed a resource for institutions and day cares to use for increasing the children's physical activity and literacy. A number of daycares hosted pilot programs and over 500 different day cares and training institutions received the resource. Due to the readiness of the Early Childhood sector in particular an additional focus will be applied to a more formal strategy to address both implementation and needs of the sector, this will be done through already obtained CS4L bi-lateral funds that can be applied to ad-hoc projects such as this on a yearly basis.

### **Municipal/Recreation**

As previously mentioned we have engaged the Alberta Recreation & Parks Association with a Provincial CS4L Integration strategy. A workgroup is working towards developing a resource/Tool Kit/Program that will assist Municipalities to plan for Sport for Life. The tool kit will outline how municipal programs or projects can integrate CS4L and LTAD principles into everything they do.

Each P/T has a Recreation and Parks affiliate, this provincial association is an excellent and easy source from which a Sector Head could be appointed, as well as Regional Facilitators/Ambassadors.

### **Physical Activity**

Through some preliminary discussions with representatives in this Sector it was strongly felt that Physical Activity needed to be separate from Health. In Alberta, we have a great partnership of active living organizations that collaborate on increasing physical activity. This partnership has a source of excellent leaders, to provide a Sector Head, as well as Regional CS4L/LTAD Ambassadors.

Two logical organizations to access associated staff or board members would be the Be Fit For Life Network Centres and/or the Alberta Centre for Active Living.

Again, most P/Ts have similar existing networks to rely on for this expertise and already made facilitators.

### **Health**

This is and may be the toughest network to navigate but would most likely include Medical Professionals, Public Health Nurses, and the Physical Rehabilitation sector. Most likely with successful integration into the above sectors with time and activity penetration into the Acute/Chronic care systems. Much like sport given the broadness yet specialization within this sector the challenge will be to find a Sector Head that can relate and interact with all specializations in this Sector.

Again, this sector will be engaged when a state of readiness and interest has reached a sufficient threshold. However, keeping them engaged in the planning and steering process of the network and the movement as it develops will be critical.

In summary, these individuals and sectors may be engaged strategically and upon their readiness, however keeping each sector involved at some level in the day to day happenings, planning's, and functions of our CS4L Workgroup and the entire network will at some point have all sectors actively engaged and educated on their role in CS4L and/or LTAD implementation within the Province.

## APPENDIX 16

### Linking CS4L to Provincial / Territorial Policy Directions

# Excerpts From: *Ontario Ministry of Health Promotion* **Healthy Eating/ Physical Activity/Healthy Weights Guidance Document**

**DRAFT EXCERPTS – Nov. 18, 2009**

#### Section 1. Introduction

Under Section 7 of the *Health Protection and Promotion Act* (HPPA), the Minister of Health and Long-Term Care published the Ontario Public Health Standards (OPHS) as guidelines for the provision of mandatory health programs and services by the Minister of Health and Long-Term Care. Ontario's 36 boards of health are responsible for implementing the program standards including any protocols that are incorporated within a standard. The Ministry of Health Promotion (MHP) has been assigned responsibility by an Order in Council (OIC) for four of these standards which are: (a) Reproductive Health; (b) Child Health; (c) Prevention of Injury and Substance Misuse; and (d) Chronic Disease Prevention.  
... etc.

The Ontario Ministry of Health Promotions (MHP) undertook a collaborative process that engaged local public health experts to draft Guidance Documents to assist Boards of Health to implement the new OPHS. These Guidance Documents are intended to provide a range of program and policy evidence based options to local Board of Health staff for the planning and implementation of the program standards for which MHP is responsible. Both the social determinants of health and the importance of mental health are also addressed. In developing MHP's Guidance Documents, MHP consulted with the Ministries of Health and Long-Term Care; Children and Youth Services; Transportation; and Education. Seven Guidance Documents have been created to support the implementation of the four program standards for which MHP is responsible;

1. Child Health
2. Comprehensive Tobacco Control
3. Healthy Eating/Physical Activity/Healthy Weights
4. Prevention of Injury
5. Prevention of Substance Misuse
6. Reproductive Health
7. School Health

... etc.

#### f) Moving Forward

To reverse the trend of physical inactivity, poor eating habits and related health consequences, Ontario must take a comprehensive approach that involves creating communities that foster and

promote a balance between healthy food consumption and **regular physical activity**. A comprehensive approach would require the involvement of all stakeholders responsible for healthy eating and physical activity, including public health, governments, food and recreation industries, workplaces, schools, parents, caregivers, communities and individuals (1). A comprehensive approach would target all population levels, address various settings, and implement multiple strategies at various levels of intervention.

Developing healthy public policies and fostering supportive environments are imperative to curbing rising rates of chronic disease. Public health must focus more on population-wide strategies such as policy development and environmental support rather than informational and message oriented interventions designed to target only individuals or small-groups...

... etc.

### **b) Examples to Supplement the Explanation**

*The following examples highlight community capacity-building programs that public health units could model, community groups with whom public health units could partner, as well as possible partnership activities that public health units could initiate with various community stakeholders.*

#### **Curriculum and School Policy**

- Working with school boards and schools to support the understanding, implementation and monitoring of provincial legislation related to healthy eating (e.g., Ministry of Education - School Food and Beverage Nutrition Standards, Ministry of Children and Youth Services - Nutrition Guidelines for Student Nutrition Programs) and physical activity (e.g., Ministry of Education - Daily Physical Activity).
- Support schools and school boards with implementation of the curriculum including recommendation of appropriate curriculum support resources related to healthy eating and physical activity.

#### **Training and Resources**

- Training staff who work in day care settings to implement resources developed by health units within each daycare site.
- Providing training and support to teachers to implement the Ministry of Education's Daily Physical Activity (DPA) requirements.
- **Canadian Sport for Life** is a national program that aims to increase levels of sport among Canadians and establish the Long-term Athlete Development philosophy as a model to inculcate sport in early childhood development. Health units may benefit from partnering with Canadian Sport for Life to receive training on increasing sport and physical activity among priority populations as well as technical training and support to implement the long-term athlete development model. For more information on this organization please visit <http://www.canadiansportforlife.ca>
- **Healthy Eating's In Store For You** is a resource site run by the Canadian Diabetes Association and Dietitians of Canada that provides information on nutrition labelling to improve health literacy.

...etc.

## APPENDIX 17

### Linking CS4L to Provincial / Territorial Sport Policy

#### Sask Sport Inc. Forward Plans (2010 - 2011)

*Sample excerpts from 2010-11 plans:*

##### **Goal Area: Enhanced Participation**

Strategic Objective #1: Athlete Development

“Increased sport participation opportunities for all Saskatchewan people through provision of and support for quality programs guided by the Canadian Sport for Life stages of Active Start, Fundamentals, Learn to Train, Train to Train and Active for Life.”

##### **Goal Area: Enhanced Excellence**

Strategic Objective #1: High Performance Athlete Development – Train to Win

“Increased numbers and performance levels of Saskatchewan athletes participating at the Train to Win stage of LTAD.”

Strategic Objective #2: High Performance Athlete Development – Train to Compete

“Ensure appropriate numbers and performance levels of Saskatchewan athletes participating at the Train to Compete stage of LTAD.”

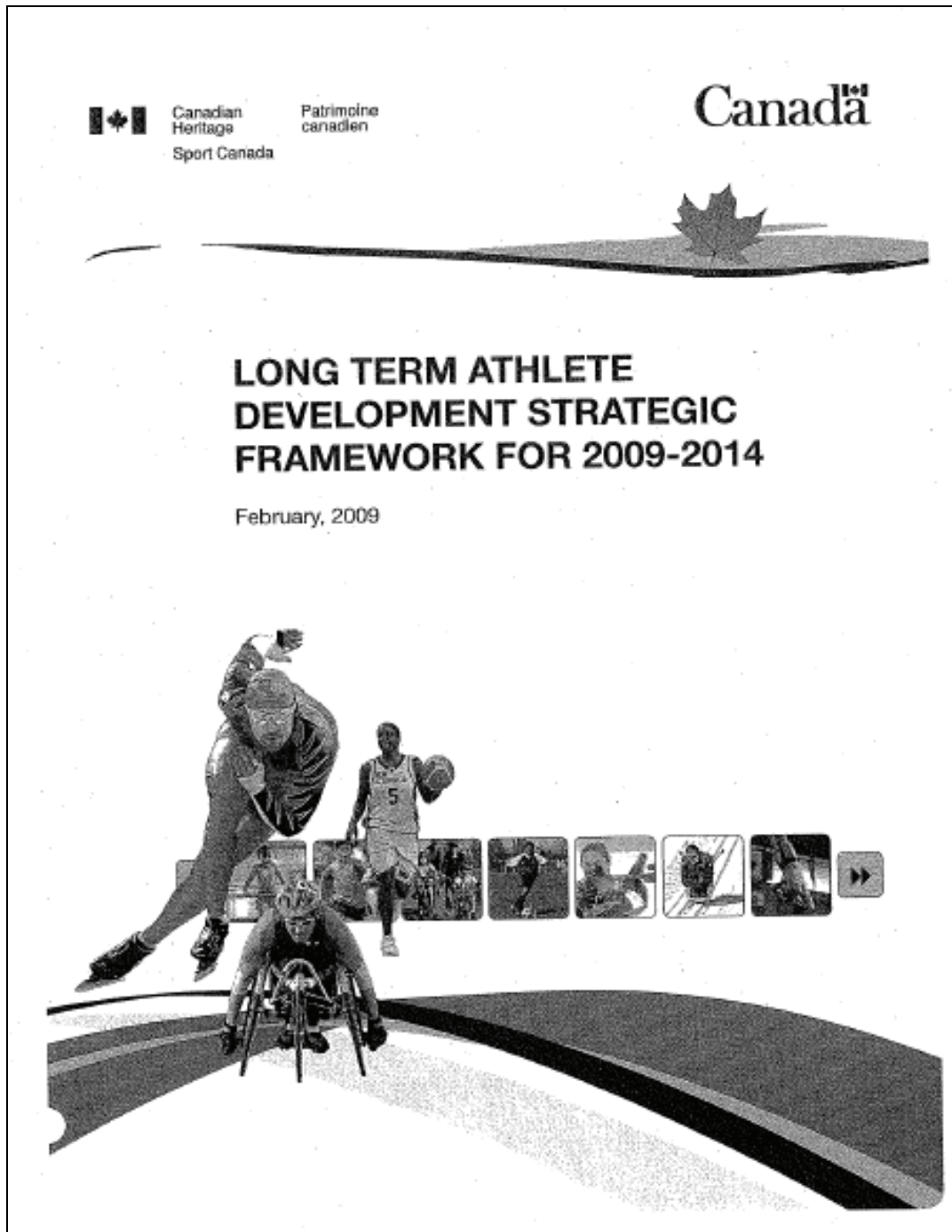
##### **Goal Area: Enhanced Capacity**

Strategic Objective #7: Canadian Sport for Life (CS4L) Capacity

“Support Sask Sport membership and key partners with building capacity for CS4L and implementing Long Term Athlete Development plans”

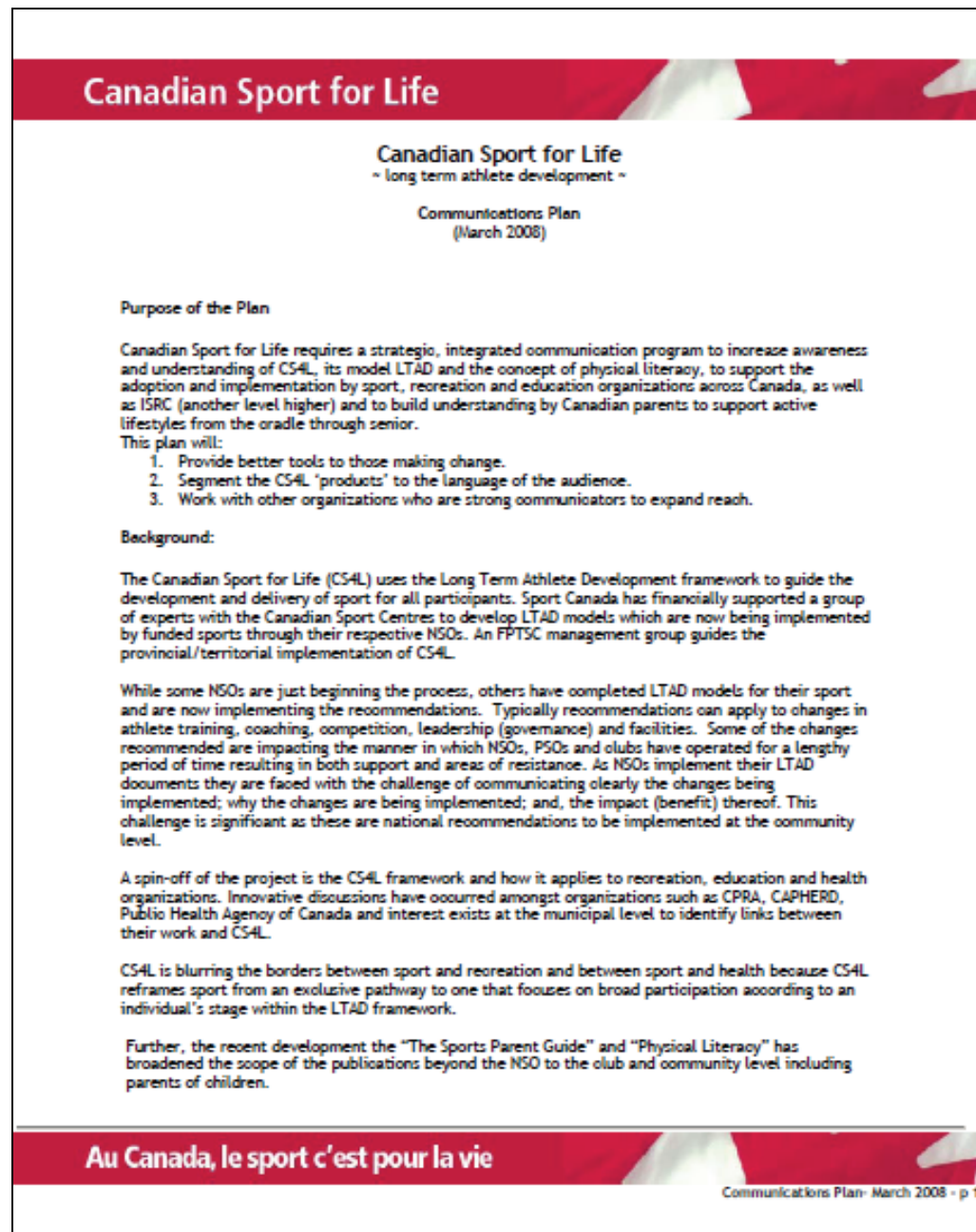
## APPENDIX 18

### Sport Canada LTAD Framework (2009 – 2014)





## APPENDIX 19



## Canadian Sport for Life

### Communications Objectives:

The following objectives guide the CS4L's communication priorities for 2008-09.

1. Increase the number of sport organizations (clubs, PSOs, federations, etc.) in Canada that are aware of LTAD as a critical tool to enhance participation and excellence for their sport supporting their NSO's implementation.
2. Increase the number of other federal NGOs (physical educators, health, recreation, ParticipACTION) that understand CS4L as a potential tool for their services and programs.
3. Increase the number of multi-sport organizations in Canada that understand and implement CS4L within their frameworks of physical activity, recreation and curriculum/education.
4. Increase the number of provincial & territorial governments implementing CS4L in the administration of sport and recreation in their respective jurisdictions.
5. Increase the number of municipalities undertaking sport/recreation strategies to be aware of CS4L as a critical tool for policy making.
6. Increase the number of Canadian parents of children under 18 better informed of the importance of Physical Literacy and LTAD as it impacts on the development of their child

### Strategies & Actions

- a. Develop targeted tools (presentations, website, etc.) for each primary audience.
- b. Communicate stories of successful implementation and provide feedback mechanisms to champions of CS4L.
- c. Develop clear & impactful messaging of CS4L and its components LTAD, PL, etc. for each audience.
- d. Utilize change communication practices such as ongoing, open processes with mechanisms for feedback.
- e. Explore non traditional media (blogs, YouTube videos, etc.)
- f. Build 'internal' capacity to respond to increasing inquiries, particularly relevant in regards to release and anticipated interest in Physical Literacy.
- g. Work with high profile organizations with existing, integrated communication systems (e.g. ParticipACTION).
- h. Apply for awards national & international (SIRC, CAC, etc.) and introduce an award for being a CS4L Champion at the 2009 Workshop.

Au Canada, le sport c'est pour la vie

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## APPENDIX 20

### Sport Canada – Joint Sport Initiative Funding Criteria (2009-10)

#### Eligibility and Application Criteria

NSOs and MSOs in collaboration with NGOs who share similar issues and who wish to pursue a collaborative implementation process are encouraged to apply. Projects must address a specific, issue, gap or need, which must be identified within the application. A minimum of three organizations must be involved in the Project; however preference will be given to projects with more participants.

1. Only SFAF eligible NSOs or MSOs and organizations that meet the criteria noted below may apply for funding.
2. One NSO/MSO to take the lead as the Project's host organization. They will be responsible for accounting and reporting for group.
3. Projects must be centered on a theme which is common to all those involved.
4. Priority will be given to applications with other revenue sources contributing to the project.
5. Clear linkage to CS4L principles must be demonstrated
6. Clear linkage to sport specific LTAD initiatives must be demonstrated
7. *(MSOs can demonstrate points 5 and 6 through linkages with sport)*
8. A LTAD Expert Group liaison must be identified
9. Funding not to exceed \$30,000 per year for a maximum \$60,000 over two years.
10. An outline of the project, costs and timelines must be submitted with the application
11. Eligible costs include: administrative costs, writer, coordinator, travel, Expert fees, meeting rooms, design and printing.
12. The results of the project will be made available to Sport Canada

#### 2009-10 Projects

	Like-Sport Joint Initiatives	NSO Lead	Partners	Expert Lead
1.	Physical Literacy for All – The Foundation Sports	Gymnastics	Swimming, Athletics	Balyi
2.	LTAD Implementation for Acrobatic Sports	Freestyle Ski	Diving, Gymnastics, Snowboard	Way
3.	Aligning CS4L and School Sports	Volleyball	Basketball, Athletics, Football, Field Hockey, Swimming, Canadian School Sport Federation	Bluechardt