

MILESTONES

A Supplement for Shaping
the Ideal NSO



Sport for Life

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This document is to be used as a supplement to the Sport for Life resource, entitled *Shaping the Ideal NSO: LTAD Implementation*, which can be found at:

<http://canadiansportforlife.ca/resources/shaping-ideal-nso-ltad-implementation>

Other Sport for Life resources are available for download or purchase at:

canadiansportforlife.ca/resources/ltad-resource-papers

Review

The Shaping the Ideal NSO guide, first published by Canadian Sport for Life (CS4L) in 2013, recommends four steps for National Sport Organizations (NSOs) to follow as they integrate Long-Term Athlete Development (LTAD) into their core operations. These steps are further broken down into 21 components and 24 actions. Sport Canada has linked NSO funding support to progress toward completion of the actions identified.

The Ideal NSO Supplement aims to:

- describe what the actions look like
- define milestones for the 24 action areas
- provide *Indicators of Quality* for these actions
- help guide NSO LTAD Leads, Sport Canada Officers, and Sport for Life LTAD Experts

An *Indicators of Quality* table is provided for each action and uses a rating scale of:

Below Expectations

Meets Expectations

Exceeds Expectations

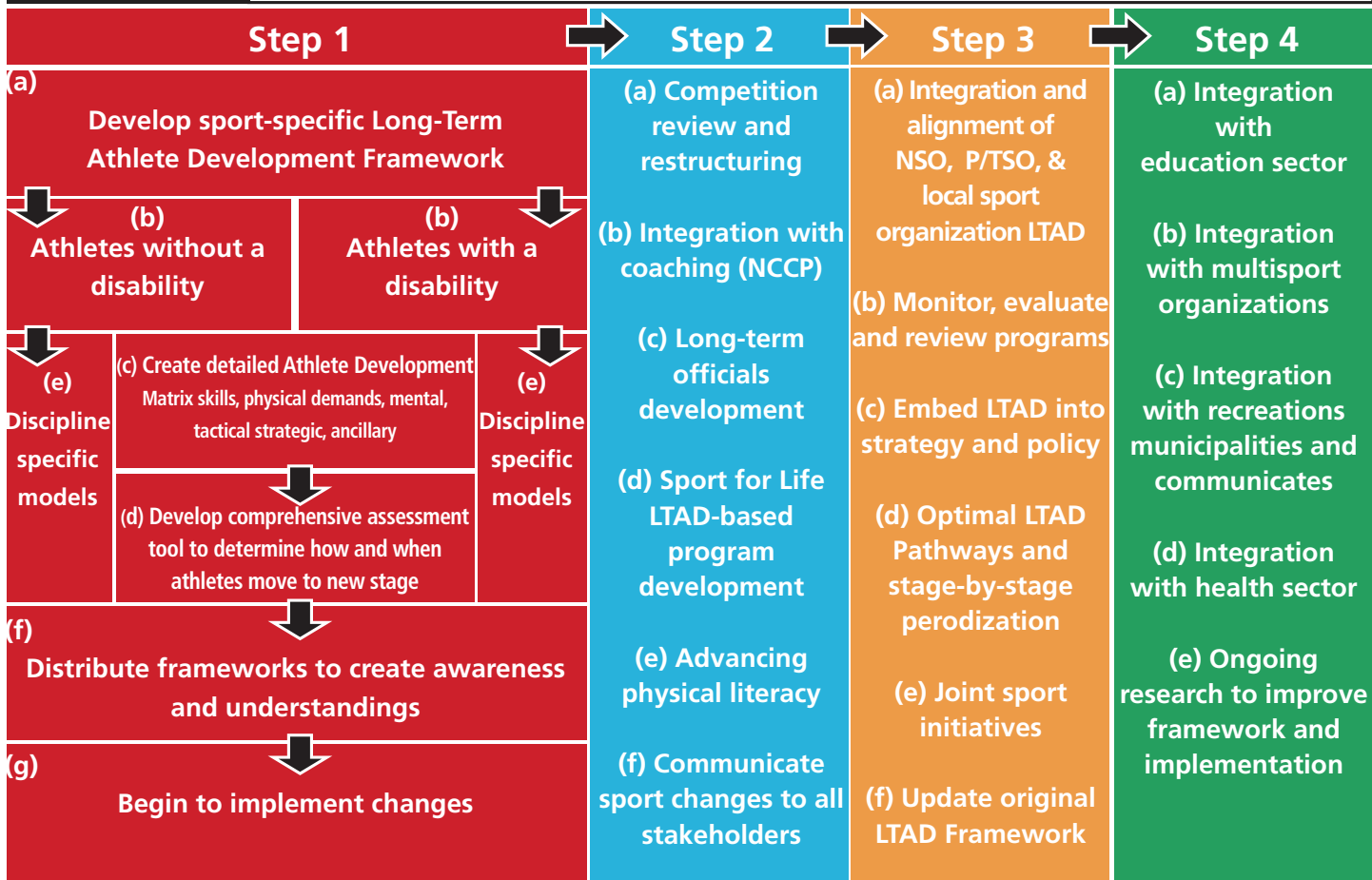
These steps, components, and actions are the essential building blocks for improving the quality of sport and physical activity in Canada.

All actions must meet or exceed expectations. The column labelled 'below expectations' is intended to guide NSO developers to improve the quality of their deliverables.

Note: Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement.

The Ideal NSO

- ☑ Is supported by effective governance and good leadership.
- ☑ Communicates with, and educates, all stakeholders during the Long-Term Athlete Development process.
- ☑ Builds a knowledgeable army of “Champions” to support change.



embraces Kaizen

- ☑ Is continually striving to advance knowledge and innovate to improve sport.
- ☑ Makes sustained effort to continually improve!

Step 1: Foundations



IDEAL NSO MILESTONES

Ideal NSO Milestones—Step 1: Foundations

A) Complete the sport-specific LTAD Framework

Action Develop a complete LTAD Framework, including:

1. A rationale supporting the NSO's need for an LTAD Framework
2. Implications of the '10 Key Factors' specific to the sport
3. General stage by stage overview
4. General Athlete Development Matrix
5. Implications for key stakeholders
6. Summary

What this looks like

- Published booklet in French and English,
- e.g. Football, Biathlon, Golf, Baseball, Basketball, Cross-Country Ski, Lawn Bowls, Softball, Special Olympics, Volleyball, Water Ski-Wakeboard, Water Polo and Bowling

Considerations and comments

The indicators of quality for this component are relevant for future or updated sport-specific frameworks. Those frameworks already approved will not be re-assessed using these indicators.

Sport Canada has funded the development of the NSO LTAD Frameworks during the SFAF IV cycle and, therefore, it is expected that all NSOs have this framework completed.

It is expected that the NSO LTAD Frameworks will be reviewed and updated every 8 to 10 years or as needed. The updating would be considered as part of an NSO's ongoing business similar to an NSO's strategic planning process (Step 3A - pg.53).

Validation Quality assurance:

- Sport for Life Expert input and review prior to the development of the final draft
- Reviewed by a Sport Canada officer
- Reviewed and signed off by a Sport for Life LTAD Expert
- Received by Sport Canada
- Document is available in English and French to members and/or other interested stakeholders
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement.

Step 1: Foundations—Indicators of Quality—Action

Indicators of Quality *Action Components (1–6)*

Action—develop a complete LTAD Framework, including:

1. A rationale supporting the NSO's need for an LTAD Framework

Below Expectations:

- There is no rationale provided
- Shortcomings are missing
- Shortcomings are listed without connection to sport's reality or context

Meets Expectations:

- Provides a rationale supporting the need for a sport-specific framework
- Identifies sport's shortcomings and consequences related to athlete development pathways, performances, performance gaps, developmentally appropriate training and competition, including international performances
- Explains how the shortcomings will be addressed with recommendations in a coherent LTAD Framework

Exceeds Expectations:

Meets expectations plus...

- Provides sport-specific data demonstrating the need for an LTAD Framework

2. Implications of the '10 Key Factors' specific to the sport

Below Expectations:

- All '10 Key Factors' are listed with a basic explanation but with little or no connection to the sport-specific context

Meets Expectations:

- Provides an accurate description of all '10 Key Factors' with an application or example of the sport-specific context for each factor

Exceeds Expectations:

Meets expectations plus...

- Uses sport-specific international normative data to support the factors
-

Ideal NSO Milestones—Step 1: Foundations

3. General stage by stage overview

Below Expectations:

- Basic stage descriptors are included but lack a complete list of objectives for athletes in each stage
- Age ranges for stages are based on the age divisions and not on ability or developmental milestones
- Have not used international normative data to inform progression in a pathway
- Stages describe the current state (what is happening), not the improved state (what should be happening)

Meets Expectations:

- Describes the preferred future state of developing participants in the sport
- Uses international normative data to inform progression in pathway
- Outlines the development goals and performance objectives of each stage along with a focus of stage, descriptor of athletes in stage, stage objectives, training emphasis, type of equipment to be used, qualification of coaches, and descriptions of stakeholders that influence this stage and their role
- Provides a guide regarding the length of participation in the sport balanced with developmental age and chronological age
- Clear recommendations of changes needed within a stage

Exceeds Expectations:

Meets expectations plus...

- An explanation of the influence of growth and maturation factors on training, competition, and recovery
- Data to support strategies or actions
- Links to sport-specific best practices or programs

4. General Athlete Development Matrix

Below Expectations:

- Athlete Development Matrix is included but is missing specific connection to sport requirements
- Does not address specific requirements for the sport
- Specific requirements for sport are included but connected with the wrong stage

Meets Expectations:

- Provides a stage-by-stage overview of performance components specific to the requirements of the sport for the technical-tactical, physical, mental and social-emotional (life skills) domains to be factored into training, competition, and recovery
- Includes stage-specific performance components related to achieving podium performances in international-level competition

Exceeds Expectations:

Meets expectations plus...

- Provides progressions for each stage within each of the domains
- Provides sport specific proficiencies indicating what are the markers for an athlete to move to the next stage
- Alignment with Gold Medal Profile and Podium Pathway (if applicable)

Step 1: Foundations—Indicators of Quality—Action

5. Implications for key stakeholders

Below Expectations:

- Does not identify key stakeholders or actions needed
- Stakeholders are identified but the “call to action” is not clear

Meets Expectations:

- Identifies key stakeholders and performance partners and delineates actions needed to implement improvements to the athlete development pathway
- Links coach education and certification to stages
- Provides areas where change is needed from current state to future state
- Has included indicators that membership has approved/ supported the document (e.g. motion from the Board of Directors, logos of provincial and territorial partners)

Exceeds Expectations:

Meets expectations plus...

- Provides an implementation plan with timelines
- Provides innovative solutions

6. Summary

Below Expectations:

- There is no summary with a call to action
- There is no plan included outlining the priorities for moving forward
- Plan is outlined without inclusion of partners to help advance the plan

Meets Expectations:

- There is a summary with a call to action
- Actions for integration and alignment addressing coach education, integration of sport science, parent education and integration with the organization’s strategic plan
- Provides an outline or road map of the next steps

Exceeds Expectations:

Meets expectations plus...

- Outlines how it will be integrated and communicated into the sport culture and business of the organization
- Highlights how other partners and jurisdictions will be engaged for implementation

Ideal NSO Milestones—Step 1: Foundations

B)

Complete the athletes with a disability (AWAD) sport-specific LTAD Framework, if applicable

Action Develop a supplemental resource, including:

1. An LTAD Framework
2. Specific AWAD considerations
3. Additional stages
4. General Athlete Development Matrix
5. Variation by classification

What this looks like

- Completed resource in both French and English,
- e.g. Para-cycling, Cross-Country Ski, Sailing and Soccer (supplements)
- e.g. Wheelchair Rugby and Boccia (stand-alone)

Considerations and comments

There are a wide variety of para-sport frameworks. They include:

- frameworks completely integrated into the able bodied framework
- sections within the able bodies frameworks
- a stand-alone framework

Developing an AWAD sport specific LTAD Framework should be a collaborative approach between Canadian Paralympic Committee (CPC), Own the Podium (OTP) and Sport for Life. For sports with a significant AWAD component, or sports on the Paralympic program, supplemental AWAD-specific information is required.

Work with Special Olympics Canada is ongoing to determine the respective roles of SOC and the NSO in the delivery of Special Olympics sport. Currently, Sport Canada does not expect NSOs to invest in a specific Special Olympics AWAD Framework.

Variation by classification has to be approached reasonably and should consider major classifications as opposed to every classification (e.g. it is not reasonable to expect Athletics to have and Athlete Development Matrix for their 25+ classes).

Validation Quality assurance:

- Sport for Life Expert input and review prior to the development of the final draft
- Reviewed by a Sport Canada Officer
- Reviewed and signed off by Sport for Life Expert
- Received by Sport Canada
- Document is available in English and French to members and/or other interested stakeholders
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Step 1: Foundations—Indicators of Quality—Action

Indicators of Quality *Action Components (1–5)*

Action—develop a supplemental resource, including:

1. An LTAD Framework

Below Expectations:

- Minimal or no AWAD framework is developed
- The AWAD framework does not match the standard of quality able-bodied frameworks

Meets Expectations:

- Meets the expectations outlined in component A – Sport-specific LTAD Framework
- Identifies collaboration with a number of multisport contacts as well as other disability groups

Exceeds Expectations:

Meets expectations plus...

- Exceeds the expectations outlined in component A – Sport-specific LTAD Framework

2. Specific AWAD considerations

Below Expectations:

- Little or no mention of the '10 pillars of support' relating to the AWAD/para-athlete and the system that could/should support their development

Meets Expectations:

- Ensures the '10 Key Factors' of LTAD are addressed relative to the disability and specific classification
- Addresses the '10 pillars of support' for AWAD including 1. Coaching, 2. Competition, 3. Funding, 4. Equipment, 5. Facilities, 6. Training and Competition, 7. Sport Science, 8. Officials Support, 9. Athlete Support, 10. Talent Development (*refer to No Accidental Champions 2nd edition pages 20-28*)
- Where appropriate, includes unique considerations for athletes with a disability in the matrix (e.g. transportation to practice). This is provided for each stage showing progressions within each of the areas

Exceeds Expectations:

Meets expectations plus...

- Identifies concrete actions with timelines to address system gaps or deficiencies related to the AWAD – para-sport programs

Ideal NSO Milestones—Step 1: Foundations

3. Additional stages

Below Expectations:

- Does not include Awareness and First Involvement
- Includes Awareness and First Involvement but does not provide information about what and where this takes place for the sport

Meets Expectations:

- Includes Awareness and First Involvement with a description of what and where this should take place for the sport

Exceeds Expectations:

Meets expectations plus...

- Provides new ideas of opportunities for joint sport collaboration for these two additional stages
- Includes new ideas of how to include and recruit athletes with a disability to sport

4. General Athlete Development Matrix

Below Expectations:

- Athlete Development Matrix is included but is missing specific connection to AWAD sport requirements
- Does not address specific requirements for sport and/or additional considerations based on disability
- Specific requirements for sport are included but not connected to the correct stage

Meets Expectations:

- Builds on the able bodied overview of performance components specific to the requirements of the AWAD/para-sport in the technical-tactical, physical, mental and social-emotional (life skills) domains to be factored into training, competition and recovery
- Includes information about achieving podium performances in international competition

Exceeds Expectations:

Meets expectations plus...

- Provides sport-specific proficiencies indicating what are the markers for an athlete to move to the next stage
- Connection is made with Gold Medal Profile and Performance Pathway (if applicable) for the para-athlete
- Provides unique innovations

5. Variation by classification

Below Expectations:

- There is no mention of variations based on classification

Meets Expectations:

- For each of the sport's major classification groupings or disciplines, athlete performance components are outlined within each stage (if applicable)
- For each of the sport's major classification groupings or disciplines, the '10 pillars of support' are addressed (refer to *No Accidental Champions 2nd edition pages 20-28*)

Exceeds Expectations:

Meets expectations plus...

- International normative data is researched and used as the base for decision making

Step 1: Foundations—Indicators of Quality—Action



Drill deeper into the details by reviewing your framework's Athlete Development Matrix

Action Develop a supplemental resource, including:

1. Chart of athlete development performance components for each stage
2. Technical-tactical, physical, mental and social-emotional (life skills) performance components
3. Sequenced progression culminating in highly proficient world class performance
4. Where appropriate, seamless integration with Gold Medal Profile based on Podium Pathway

What this looks like

- Completed detailed matrix in French and English showing each of the performance components to be developed across each of the four categories, by stage,
- e.g. Soccer, Biathlon, Tennis, Special Olympics, Alpine Snow Stars, and Sailing
- Detailed matrix identifying which elements are common within the sport and which discipline-specific elements exist (or separate discipline-specific matrices, as appropriate)

Considerations and comments

Domains of athlete development include: technical-tactical, physical, mental and social-emotional (life skills).

Relates to performance gaps and ideal development (all stages). Significant variation in information available and/or completion to date across the various domains of athlete development.

Needs to correspond with Podium Pathways and Gold Medal Profiles for targeted Own the Podium sports.

Where relevant and appropriate, this should also include para-sports with a Disability Athlete Development Matrix.

Validation

Quality assurance:

- Sport for Life Expert input prior to finalizing resource
- External check with key validation questions
- Demonstrating performance components are based on performance data and international normative information
- Receipt by Sport Canada
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Ideal NSO Milestones—Step 1: Foundations

Indicators of Quality *Action Components (1–4)*

Action—develop a supplemental resource, including:

1. Chart athlete development performance components for each stage

Below Expectations:

- A chart is not included making it difficult to see connection with the sport's LTAD Framework
- All stages are not included in the chart
- Performance components are not developmentally appropriate or are inconsistent with good development practice (e.g. physical - too much volume in early stages)

Meets Expectations:

- Chart performance components for each of the sport's LTAD stages
- Charting makes it visually easy to see connection to the sport's LTAD stages
- If there are multiple disciplines, this should be addressed, including AWAD/para disciplines

Exceeds Expectations:

Meets expectations plus...

- Presented in a unique way on a website or with electronic checklists technologies
- Shows connections with other sports (particularly if there is a potential or history of 'athlete transfer')

2. Include technical-tactical, physical, mental and social-emotional (life skills) performance components

Below Expectations:

- There is no recognition of the mental and social-emotional (life skills) performance components and their connection to training, competition and recovery (e.g. athletes are competing during exams)

Meets Expectations:

- All stages have included performance components for technical-tactical, physical, mental and social-emotional (life skills) domains
- These performance components are developmentally appropriate based on growth and maturation for all stages
- Connection between performance components is logical and consistent considering mental and social-emotional (life skills) domains

Exceeds Expectations:

Meets expectations plus....

- Additional attention is paid to each of the performance components during 'life stages' and transitions for impact on training, competition and recovery (e.g. adolescence and independent living)
- Extra attention focused on gender differences by stage

Step 1: Foundations—Indicators of Quality—Action

3. Sequence progression culminating in highly proficient world class performance

Below Expectations:

- Logical progressions are missing
- Gaps in progression or incomplete progression
- Does not address identified performance gaps

Meets Expectations:

- Identifies progression performance components within each of the domains from a beginner (early stages) to a highly proficient performer (Train to Win)
- Performance component progressions show continuity and connections
- Identifies and addresses performance gaps with new performance components

Exceeds Expectations:

Meets expectations plus...

- Explanation is provided on how a technical leader, parent or other performance partner can explain and interpret progressions of performance components

4. Where appropriate, seamless integration with Gold Medal Profile based on Podium Pathway

Below Expectations:

- There is little or no evidence of connections with the sport's Podium Pathway or Gold Medal Profile

Meets Expectations:

- Progressions and benchmarks are cohesive and seamlessly integrate with the sport's Gold Medal Profile
- Progressions and benchmarks address the identified performance or system gaps

Exceeds Expectations:

Meets expectations plus...

- Shares work with other NSOs and performance partners to advance Canadian athlete development and international performance
- Connects with 'like sports' to discuss talent transfer for all athletes on the Podium Pathway (including Para)

Ideal NSO Milestones—Step 1: Foundations

D) Build comprehensive assessments and tests to determine how and when athletes move from stage to stage based on the Athlete Development Matrix.

Action Develop a supplemental resource, including:

1. Assessments of athlete development performance components for each stage
2. Assessments matching stage priorities
3. Objective benchmarks
4. Analysis of data

What this looks like

- Completed resource in both French and English,
- e.g. Wheelchair Rugby

Considerations and comments

Domains of athlete development include: technical-tactical, physical, mental and social-emotional (life skills).

Note that athletes progress in each domain at different rates and can, therefore, be in different stages and domains (e.g. an athlete can be 'physically' in Train to Train while 'mentally' in Learn to Train).

Assessments and tests need to correspond to Gold Medal Profile and Podium Pathways for targeted OTP HPAD sports.

Validation Quality assurance:

- Sport for Life Expert input prior to finalizing the resource
- Demonstrate that performance components are based on performance data and international normative information
- Receipt by Sport Canada
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Step 1: Foundations—Indicators of Quality—Action

Indicators of Quality *Action Components (1–4)*

Action—develop a supplemental resource, including:

1. Assessments of athlete development performance components for each stage

Below Expectations:

- Important performance components by stage are not identified
- Does not include quantifiable assessments or tests to determine the stage of the athlete
- Does not articulate 'prerequisite skill' for athletes within a stage
- Performance components are analyzed in isolation without highlighting how one skill area can impact another

Meets Expectations:

- Comprehensive assessments or tests for all performance components within each of the technical-tactical and physical domains detailing how to progress to the next stage
- Basic assessments or tests for all performance components within mental and social-emotional (life skills) domains detailing how to progress to the next stage
- Shows the connection of performance components within the matrix and how strong performances/indicators in all domains impact overall athlete performance
- Details a logical progression from introduction to the sport to the Gold Medal Profile

Exceeds Expectations:

Meets expectations plus...

- Comprehensive assessments or tests for all performance components within each of mental and social-emotional (life skills) domains detailing how to progress to the next stage
- Factors in 'styles of play' for team sport
- Provides feedback to technical leaders for advancing the coaching education curriculum

2. Assessments matching stage priorities

Below Expectations:

- No assessments are provided
- Assessments are not provided for all stages
- Assessments are identified but are not consistent with stage priorities

Meets Expectations:

- Assessments are consistent with stage priorities in each of the domains
- Integrates into the sport's national testing or database
- Provides indicators of proficiency that indicates that an athlete is ready to progress

Exceeds Expectations:

Meets expectations plus...

- Identifies options for teaching technical leaders how to gather assessment information

Ideal NSO Milestones—Step 1: Foundations

3. Objective benchmarks

Below Expectations:

- Objective benchmarks are not provided for any of the performance components or for only some domains
- Benchmarks are not connected to sequenced progression

Meets Expectations:

- Provides detailed developmentally appropriate objective benchmarks for performance components at each stage for technical-tactical and physical domains
- Provides basic, developmentally appropriate objective benchmarks for performance components at each stage for mental and social-emotional (life skills) domains
- Benchmarks are linked to a sequenced progression (above)

Exceeds Expectations:

Meets expectations plus...

- Provides detailed, developmentally appropriate objective benchmarks for performance components at each stage for technical-tactical and physical domains
- Provides basic, developmentally appropriate objective benchmarks for performance components at each stage for mental and social-emotional (life skills) domains
- Provides 'user friendly' communication to ensure clear understanding of benchmarks and indicators for athletes and parents

4. Analysis of data

Below Expectations:

- The assessments and tests are not recorded electronically or not stored in an NSO database

Meets Expectations:

- The progress of individuals and programs are tracked and recorded
- Data is analyzed so sport organizations understand how participants progress through development programs

Exceeds Expectations:

Meets expectations plus...

- Accurate, timely data is provided to participants and program deliverers and designers
- Data is analyzed to validate delivery methods of long-term development or participation programs, or indicate areas for modification

Step 1: Foundations—Indicators of Quality—Action

E)

If applicable, address sports' disciplines by developing a discipline-specific dimension of the framework

Action Develop a supplemental resource, including:

1. A rationale supporting the NSO's need for a discipline-specific LTAD Framework
2. Implications of '10 Key Factors' specific to the sport
3. General stage by stage overview
4. General Athlete Development Matrix
5. Implications for key stakeholders
6. Summary

What this looks like

- Completed resource(s) in both French and English,
- e.g. Track Cycling, BMX and White Water Kayak

Considerations and comments

Note that in this case, 'discipline' is specifically defined by Sport Canada's Sport for Life LTAD unit.

Needs to correspond with Podium Pathways and Gold Medal Profiles for targeted OTP HPAD sports.

Validation Quality assurance:

- Sport for Life Expert input prior to finalizing the resource
- Reviewed by a Sport Canada Officer
- Document is available in English and French to members and/or other interested stakeholders
- Posted on the NSO website – French and English (exceptions may be permitted regarding website posts if the NSO can demonstrate other effective means of sharing resources with key sport leaders)
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Ideal NSO Milestones—Step 1: Foundations

Indicators of Quality *Action Components (1–6)*

Action—develop a supplemental resource, including:

1. A rationale supporting the NSO’s need for a discipline-specific LTAD Framework

Below Expectations:

- No rationale for decision to create a discipline-specific framework

Meets Expectations:

- Provides clear technical descriptions of the differences between the discipline(s) compared to the sport’s generic LTAD Framework
- Provides basic, performance or other, data to differentiate the discipline(s) from the generic framework

Exceeds Expectations:

Meets expectations plus...

- Provides detailed, performance or other data, to differentiate the discipline(s) from the generic framework

2. Implications of ‘10 Key Factors’ specific to the sport’

Below Expectations:

- No discipline-specific interpretation of the ‘10 Key Factors’; instead have simply used the factors from their generic LTAD document

Meets Expectations:

- Provides a discipline-specific interpretation of the ‘10 Key Factors’ featuring discipline-specific examples of the ‘10 Key Factors’ in practice, or provides a rationale as to why there is no difference between the general sport framework and the discipline

Exceeds Expectations:

Meets expectations plus...

- Provides a discipline-specific interpretation of the ‘10 Key Factors’ featuring highly detailed discipline-specific examples of the ‘10 Key Factors’ in practice

3. General stage by stage overview

Below Expectations:

- Little or no additional discipline-specific information is provided; primarily uses descriptions from the generic LTAD document

Meets Expectations:

- Provides basic discipline-specific information for each stage

Exceeds Expectations:

Meets expectations plus...

- Provides extensive, detailed discipline-specific information for each stage
-

Step 1: Foundations—Indicators of Quality—Action

4. General Athlete Development Matrix

Below Expectations:

- Matrix does not describe discipline-specific factors for performance areas

Meets Expectations:

- Provides discipline-specific descriptions for performance components, clearly differentiated from the sport's generic framework

Exceeds Expectations:

Meets expectations plus...

- Provides detailed discipline-specific descriptions for each performance components, clearly differentiated from the sport's generic framework
-

5. Implications for key stakeholders

Below Expectations:

- No discipline-specific information provided; simply uses generic sport model information

Meets Expectations:

- Provides discipline-specific guidance and recommendations in a variety of focus areas, such as athletes, coaches, officials, sport leaders and other performance partners

Exceeds Expectations:

Meets expectations plus...

- Provides discipline-specific recommendations in a variety of focus areas, such as athletes, coaches, officials, sport leaders and other performance partners, which can be built into the organizations' strategic plan
-

6. Summary

Below Expectations:

- There is no summary with a call to action
- There is no plan included outlining the priorities for moving forward
- Plan is outlined without inclusion of partners to help advance the plan

Meets Expectations:

- There is a summary with a call to action
- Actions for integration and alignment addressing coach education, integration of sport science, parent education and integration with organization's strategic plan
- Provides an outline or road map of the next steps

Exceeds Expectations:

Meets expectations plus...

- Outlines how it will be integrated and communicated into the sport culture and business of the organization
- Highlights how other partners and jurisdictions will be engaged for implementation
- Provides a comprehensive plan

Ideal NSO Milestones—Step 1: Foundations

F) Distribute the framework to create awareness and understanding

- Action**
1. Online accessibility
 2. Provide an electronic copy to Sport for Life to post on canadiansportforlife.ca
 3. Repurpose materials for different target audiences
 4. Online education

What this looks like

- Information available in both French and English
- This information may be in print or electronic, e.g. Volleyball, Field Hockey

Considerations and comments

These actions are best built into the NSO's communication plan.

Validation

Quality assurance:

- Information or links are provided to Sport Canada and Sport for Life
- Proper recognition is identified (sponsors, funders, contributors)
- Correct referencing
- Easily accessible to specific target markets

Step 1: Foundations—Indicators of Quality—Action

Indicators of Quality *Action Components (1–4)*

1. Online accessibility

Below Expectations:

- The sport's LTAD Framework is not on the NSO's website
- The sport's LTAD Framework is on the NSO's website in only one of the official languages
- The sport's LTAD Framework is very difficult to find on the NSO's website

Meets Expectations:

- The sport's LTAD Framework is on the NSO's website in French and English
- The sport's LTAD Framework is easy to find on the NSO's website

Exceeds Expectations:

Meets expectations plus...

- The sport has provided the LTAD Framework to P/TSOs for inclusion on their websites
- NSO has links to P/TSO and Club websites

2. Provide an electronic copy to Sport for Life

Below Expectations:

- The sport has not provided an electronic copy of their LTAD Framework to Sport for Life to be included on canadiansportforlife.ca

Meets Expectations:

- The sport has provided an electronic copy of their LTAD Framework to Sport for Life and this is on canadiansportforlife.ca in both French and English

Exceeds Expectations:

Meets expectations plus...

- The sport has provided additional LTAD-related documents to Sport for Life
-

Ideal NSO Milestones—Step 1: Foundations

3. Repurpose materials for different target audiences

Below Expectations:

- Additional target groups have not been identified
- Additional target groups have been identified but there has been no evidence of communication materials for these various groups

Meets Expectations:

- Target audiences have been identified for communication and education priority
- Messages have been crafted to reach specific audiences, such as: Parent and Athlete's Guide(s), Teachers' Guide(s), Club information and Administrators information
- A communication and education strategy has been developed
- Information and materials are accessible and readable for the target audience
- Material is available in both French and English

Exceeds Expectations:

Meets expectations plus...

- Sport has strategically identified targeted audiences in an overall communication and education plan

4. Online education

Below Expectations:

- No LTAD specific information exists on the portal

Meets Expectations:

- Information and educational material is accessible online and is targeted to key stakeholder groups
- Portal or website is easy to navigate to find necessary information (e.g. by athlete stage)
- E-learning modules contain:
 - i. Accurate LTAD information
 - ii. Clear learning outcomes
 - iii. Instructional design conducive to learning and action
 - iv. Information is available in both English and French

Exceeds Expectations:

Meets expectations plus...

- Portal or website links back to candiansportforlife.ca and shares non sport-specific LTAD resources

Step 1: Foundations—Indicators of Quality—Action



Begin to implement changes based on recommendations determined while developing the framework

Action Activate the framework:

- 1. Create
- 2. Plan
- 3. Activate
- 4. Evaluate

What this looks like

- A list of recommendations drawn from the LTAD Framework; may include a checklist,
- e.g. Baseball Canada LTAD Implementation Checklist

Considerations and comments

Consultation throughout all levels of sport (NSO, P/TSO, community) will facilitate successful activation.

Validation

- Quality assurance:
- Plans, reports and analyses are provided to Sport Canada and Sport for Life

Ideal NSO Milestones—Step 1: Foundations

Indicators of Quality *Action Components (1–4)*

Action—activate the framework:

1. Create

Below Expectations:

- No vision
- Limited environmental scan
- Limited assessment of organizational readiness

Meets Expectations:

- A vision is created for how your organization and stakeholders are going to activate
- The current state of LTAD integration, current climate and state of organizational readiness is assessed

Exceeds Expectations:

Meets expectations plus...

- The vision and environmental scan identifies and provides linkages to other sports and multisport organizations
-

2. Plan

Below Expectations:

- Limited strategic thinking, and a limited or no plan at all

Meets Expectations:

- Demonstrated strategic thinking on how to activate and evaluate LTAD implementation
- Plans include actions, outputs, initiatives, and impact and performance indicators
- Linked to or integrated with the NSO's strategic plan

Exceeds Expectations:

Meets expectations plus...

- Plan for NSO to work with P/TSOs and local sport organizations (LSOs) to support integration in their strategic plans
-

Step 1: Foundations—Indicators of Quality—Action

3. Activate

Below Expectations:

- The framework is in place and communicated but there is no demonstrated initiative to further improve LTAD in the sport

Meets Expectations:

- Demonstrated initiatives to improve LTAD in the sport
- Actions consistent with these indicators of quality; taken on initiatives and programs the NSO can control
- Demonstrated action to support initiatives and programs that are controlled by P/TSOs and local sport organizations
- Demonstrate that mechanisms to monitor and measure are in place

Exceeds Expectations:

Meets expectations plus...

- Plan for system building through NSO, P/TSO and LSO initiatives to improve LTAD in the sport

4. Evaluate

Below Expectations:

- Analysis is limited or unclear

Meets Expectations:

- Analysis of whether the initiatives and programs the NSO controls are having the desired impact
- LSO initiatives and programs are consistent with to the NSO's LTAD Framework
- Analysis of whether the initiatives and programs that are controlled by P/TSOs and local sport organizations are having the desired impact
- Ongoing compilation of lessons learned and emerging good practices
- Links to ongoing revision or renewal of the plan in future

Exceeds Expectations:

Meets expectations plus...

- Analysis clearly demonstrates how it contributes to a continuous improvement of initiatives and programs the NSO controls
- Analysis clearly demonstrates how it contributes to a continuous improvement of initiatives and programs that are controlled by P/TSOs and LSOs

Step 2: Restructuring and Redesign

2

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Step 2: Restructuring and Redesign—Indicators of Quality—Action

A-1)

Complete a competition review and begin restructuring

Action Develop a report with competition structure analysis (competition review), including:

1. A strong rationale supporting the need for a competition review
2. Sport-specific competition review definitions: 'meaningful competition', 'developmentally appropriate', and 'clear development pathway'
3. Quantitative data demonstrating shortcomings and justifying recommendations
4. Alignment to stage objectives contained in the sport's framework with an outlined ideal competition structure and calendar
5. Consideration of LTAD competition principles
6. Depiction of seasonal progression for each stage with reference to 1D (if applicable), by region
7. A list of recommendations for restructuring

What this looks like

- Completed resource(s),
- e.g. Softball 'Playball', Rowing, Speed Skating 'Racing on Skates', Triathlon, Snowboard and Wheelchair Rugby

Considerations and comments

There is a significant variation in the data available within sports to assist gap analysis and shortcomings. It may take some time to identify what is needed and to gather it. NSOs that have completed Podium Pathway and Gold Medal Profiles with OTP may have some of the data available.

In many cases, this project could be split between two fiscal years depending on the NSO resources (e.g. access to sport technical expertise).

Validation

Quality assurance:

- NSO attendance at half-day Competitions Review Mini-Summit - An Introduction
- Expert guidance throughout process
- Expert support and input on periodization of competition – competition calendar
- External check with key validation questions (Sport Canada Officer, Sport for Life Expert)
- Received by Sport Canada
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Indicators of Quality *Action Components (1–7)*

Action—develop a report with competition structure analysis (competition review), including:

1. A strong rationale supporting the need for a competition review

Below Expectations:

- A compelling reason for conducting a competition review is not provided

Meets Expectations:

- Provides reasons why the sport needs to do a competition review, including specific inconsistencies between the current situation and the sport's LTAD Framework - stage objectives
- Highlights examples of developmentally inappropriate competition and/or system issues that are impeding athlete progress
- Provides data related to athlete performances at competitions, particularly at the international level

Exceeds Expectations:

Meets expectations plus...

- Strongly links to the sport's performance pathway and Gold Medal Profile
- Strongly links to, and connections are made with, early stages in the competition pathway with respect to gaps

2. Sport-specific competition review definitions: 'meaningful competition', 'developmentally appropriate', and 'clear development pathway'

Below Expectations:

- All three definitions are not included
- All three definitions are included but do not provide sport specific relevance
- A clear Athlete Development Pathway is provided but events are developmentally inappropriate and not aligned with stage objectives

Meets Expectations:

- Clear definitions of 'meaningful competition' and 'developmentally appropriate' are provided and made relevant to the sport context
- Meaningful competition is also defined in an objective manner (e.g. differential in score"
- A clear Athlete Development Pathway is provided with specific reference to competition, NSO athlete development matrices and proficiencies (e.g. when an athlete is ready to move to next stage of competition after achieving identified standards)

Exceeds Expectations:

Meets expectations plus...

- Relevant data collection has been done examining the results of national and provincial competitions over a significant period of time to inform the sports' objective definition of meaningful competition
- A clear graphic of the competition pathway highlighting the stages, types of developmentally appropriate competition, and the integration of other aspects in the Canadian Sport System

Step 2: Restructuring and Redesign—Indicators of Quality—Action

3. Quantitative data demonstrating shortcomings and justifying recommendations

Below Expectations:

- No data has been provided
- Data has been provided but a connection is not made to performance gaps

Meets Expectations:

- Data has been collected to identify performance gaps along the athlete pathway
- Includes the extent of meaningful competition in key events in athlete's development pathway
- Integrates OTP Podium Pathway and Gold Medal Profile data and information

Exceeds Expectations:

Meets expectations plus...

- Links are made with the athlete development matrix and proficiency tests
- Innovative ideas for competition structures and formats are made to address gaps
- Analysis and recommendations highlight gaps that impact early in the system

4. Alignment to stage objectives contained in the sport's framework with outline of ideal competition structure and calendar

Below Expectations:

- Competition structure recommendations are not aligned with stage objectives in the, LTAD Framework and Athlete Development Matrix

Meets Expectations:

- Competition structure (e.g. rules, format, equipment, field size, etc.) are linked to identified stage objectives in the sport's LTAD Framework and the Athlete Development Matrix
- Competition is properly periodized by stage with major and minor competitions identified
- Ideal competition calendar for all stages is included
- Appropriate recommendations are made for 'dictated' league progressions, keeping score, number of tournaments per year, etc. for team sport based on stage priority

Exceeds Expectations:

Meets expectations plus...

- Comprehensive analysis leads to full system recommendations
- Identifies potential cross sport connections
- The minimum and maximum number of competitions for each stage are identified for individual sport

Ideal NSO Milestones—Step 2: Restructuring and Redesign

5. Consideration of LTAD competition principles

Below Expectations:

- Not enough or too many principles are identified
- Principles identified have not guided stage appropriate decision making

Meets Expectations:

- The overall competition review provides guiding principles and also include stage specific principles that were used to guide decisions and recommendations
- LTAD competition principles clearly integrated into the proposed new competition structures

Exceeds Expectations:

Meets expectations plus...

- Identified principles are clearly linked to decisions made regarding competition changes in all stages of development

6. Depiction of seasonal progression for each stage with reference to 1D (if applicable), by region

Below Expectations:

- Competition starts too early in the season
- Major competitions are scheduled at times that does not reflect climate considerations for all of Canada

Meets Expectations:

- Competition season is timed appropriately for athlete preparation
- Climatic and geographical considerations are reflected
- Provides a hierarchical ranking of competitions by stage
- Major competitions are properly periodized
- Considers influence of leagues, points, on development by possibly adjusting ranking early in the season

Exceeds Expectations:

Meets expectations plus...

- Different seasons are reflected in the competition schedule (e.g. university, club, school)
- New policies are developed to allow athletes to continue to be a multi-sport athlete in the early stages, overlapping seasons may cause athletes to specialize too early (e.g. baseball playoff overlaps with hockey camp)

7. A list of recommendations for restructuring

Below Expectations:

- Recommendations are present but are not clearly articulated
- Recommendations are embedded in the document making it difficult for the reader to identify what changes are needed

Meets Expectations:

- A report is submitted and approved with a clear set of recommendations with justifications provided

Exceeds Expectations:

Meets expectations plus...

- Recommendations are provided in an executive summary
- Recommendations are directed and phrased for various stakeholders for better understanding and activation

Step 2: Restructuring and Redesign—Indicators of Quality—Action

A-2)

Complete a competition review and begin restructuring

Action Create a progressive action plan to implement competition restructuring recommendations, including:

1. A well-articulated progressive action plan
2. Reformed policies (possibly governance) that support competition restructuring
3. Implementation of rule changes, league or event restructuring
4. Restructuring nationally, provincially and locally, including the competition calendar

What this looks like

- Completed action plan,
- e.g. Baseball, BC and ON Soccer, Athletics, Speed Skating, Cross-Country Ski, QC Swimming, Volleyball, Water Polo and Wheelchair Rugby

Considerations and comments

Sharing of best practices is essential to collaboratively supporting change across various stakeholders (NSO, P/TSO, LSO and various committees).

An estimated 8 hours (1 day) annually to encourage reporting on the outcome and impact of restructuring.

Should be part of NSO planning and monitoring (Key Performance Indicators).

Validation Quality assurance:

- Expert review of restructured competition is provided annually through the Sport Canada contribution process
- Success stories and effective strategies are tracked and challenged
- If possible, support and sign-on by P/TSOs

Indicators of Quality *Action Components (1–4)*

Action—create a progressive action plan to implement competition restructuring recommendations, including:

1. A well-articulated progressive action plan

Below Expectations:

- Actions and priorities are outlined, however, there are no plans to engage stakeholders within P/TSOs and LSOs

Meets Expectations:

- A restructuring action plan is created to implement recommendations
- Key actions and priorities are outlined and include a collaborative NSO-P/TSO approach to change
- A logical restructuring plan is provided which includes timelines at the national and provincial levels

Exceeds Expectations:

Meets expectations plus...

- Key actions are outlined after collaboration with stakeholders
 - Key actions are integrated into the NSO's Strategic Plan
 - The NSO has plan to support key actions being included in P/TSO plans
-

2. Reformed policies (possibly governance) that support competition restructuring

Below Expectations:

- Specific policy changes have not been identified
- Little connection or mention is made to other sport structures that may be impacted by restructuring
- A list of policy changes are identified but no timelines have been suggested

Meets Expectations:

- A list of approved policy changes are provided along with an implementation timeline
- The plan identifies other stakeholders and committees that may be impacted as a result of restructuring
- The NSO has been proactive in establishing a policy review workgroup for examining other policies that may impede implementation actions for competition restructuring

Exceeds Expectations:

Meets expectations plus...

- The NSO is reviewing committee structures to ensure governance allows efficient and effective action on LTAD competition restructuring
-

Step 2: Restructuring and Redesign—Indicators of Quality—Action

3. Implementation of rule changes, league or event restructuring

Below Expectations:

- A list of clear recommendations is not readily available
- A list of recommendations is available but the details are unclear and the impact on stakeholders is absent

Meets Expectations:

- Provides a comprehensive list of competition modifications implemented based on the alignment of competition to the sport's LTAD Framework
- Shows how the modifications are linked with the Competition Review report
- Provides a list of key partners and stakeholders that were consulted for, and assisted in, making the changes, including P/TSOs

Exceeds Expectations:

Meets expectations plus...

- Impacts of changes are recorded and shared; this includes any pilots which were undertaken

4. Restructuring nationally, provincially and locally, including the competition calendar

Below Expectations:

- Restructuring plan does not include calendar modifications for P/TSO and/or LSO jurisdictions

Meets Expectations:

- Competition calendars that meet competition review recommendations are created for multiple jurisdictions
- Reports on how competition calendars are properly periodized
- Re-structuring has created new leagues or events, which can demonstrate improving the quality of competition, including more developmentally appropriate and meaningful competition

Exceeds Expectations:

Meets expectations plus...

- NSO has ongoing consultations with stakeholders to determine how implemented changes are affecting LTAD

Ideal NSO Milestones—Step 2: Restructuring and Redesign

B)

Integrate the sport-specific LTAD information into coaching materials

Action NSOs incorporate LTAD into National Coaching Certification Program (NCCP) contexts:

1. NCCP Development Committees include respected leaders who have LTAD expertise
2. Integrate stage appropriate LTAD concepts into NCCP content for coaching context
3. Use the NCCP instructional design methodology to maximize learning and application
4. Integrate LTAD resources or references into NSO NCCP material
5. NSOs incorporate LTAD into coach professional development content or activities

What this looks like

- The NSO prepares a plan to update NCCP including LTAD revisions
- Use of NCCP-LTAD assessment tool
- LTAD Modules or special workshops are delivered regularly in all regions

Considerations and comments

Coach education includes resources and information consistent with NSO LTAD content.

NSOs should be supported in developing professional development modules and/or practical coaching application within clubs and provinces.

P/TSOs should support by delivering LTAD professional development modules.

Coaching Association of Canada (CAC) should ensure that there is LTAD expertise on the Conditional Approval Panel

Validation

Quality assurance:

- Coordinated review and input from a CAC consultant and Sport for Life Expert
- LTAD Activation and Implementation plan within the NSO NCCP material is update by context
- The LTAD PD modules developed are validated by an Sport for Life Expert
- In the NCCP review (CAP), NSOs complete the NCCP-LTAD assessment and address gaps during this process

Indicators of Quality *Action Components (1–5)*

Action—NSOs incorporate LTAD into NCCP contexts:

1. NCCP Development Committees include respected leaders who have • LTAD expertise

Below Expectations:

- Little or no LTAD expertise in NCCP Development Committee members

Meets Expectations:

- LTAD expertise is included in:
- NSO NCCP Development Committee and work groups
 - Crossover and exchanges with coach education and LTAD at the NSO level
 - Coach Developers (Master Learning Facilitators) have good working knowledge and application experience with LTAD

Exceeds Expectations:

Meets expectations plus...

- Coach Developers (learning facilitators and evaluators) have strong working knowledge of LTAD application
- Coach education leadership are fully engaged in integrating LTAD into the NSO's NCCP

2. Integrate stage appropriate LTAD concepts into NCCP content for coaching • context

Below Expectations:

- Material is inconsistent or not aligned with the NSO's LTAD Overview document
- There is no LTAD content in the NSO's NCCP material

Meets Expectations:

- Contexts and LTAD connection is shown in the material
- NSO content for the context is consistent with LTAD Overview document
- LTAD information and concepts have been integrated into reference materials in all relevant outcomes
- Stage and context appropriate training, competition and recovery are included

Exceeds Expectations:

Meets expectations plus...

- NSO Athlete Development Matrix is included in the NCCP material
- Adaptations based on competition review are incorporated
- Sensitive periods of trainability are covered in the Design a Sport Program
- LTAD applications by coach are included in the evaluation component

Ideal NSO Milestones—Step 2: Restructuring and Redesign

3. Use the NCCP instructional design methodology to maximize learning and application

Below Expectations:

- LTAD terminology is not included or is used incorrectly
- Learning activities with LTAD content are not included in NCCP delivery and coach workbook
- Some learning activities have LTAD content, however, concrete solutions and actions are not reinforced showing how coaches can apply LTAD in practice

Meets Expectations:

- LTAD terminology is used accurately and consistently
- Effective learning activities are incorporated into coach workbooks
- Learning activities are age and stage appropriate
- Facilitator Guide provides speaking notes to reinforce consistent application of LTAD concepts in a practical setting

Exceeds Expectations:

Meets expectations plus...

- Learning activities are inquiry based, guide critical thinking and challenge historical sport norms to encourage creative solutions that align with LTAD and positively impact athlete development
- Facilitator Guide and coach workbooks provide a number of learning activities based on the level of prior learning experience of the coach with LTAD

4. Integrate LTAD resources or references into NSO NCCP material

Below Expectations:

- There is no reference to LTAD resources or links to canadiansportforlife.ca

Meets Expectations:

- Some LTAD resources are included in reference materials
- Links to canadiansportforlife.ca are included in the coach workbooks

Exceeds Expectations:

Meets expectations plus...

- Includes a learning activity drawing coaches to Sport for Life resource material

5. NSOs are incorporating LTAD into coach professional development content or activities

Below Expectations:

- The NSO offers NCCP professional development workshops but there is no LTAD content
- The NSO has not advertised or promoted professional development workshops to update coaches on LTAD in sport

Meets Expectations:

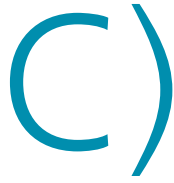
- NSO offers NCCP professional development workshops with LTAD content
- NSO promotes general and sport specific professional development workshops with LTAD content

Exceeds Expectations:

Meets expectations plus...

- Has introduced a policy that states the NSO NCCP-LTAD Professional Development Workshop must be attended by coaches to maintain certification

Step 2: Restructuring and Redesign—Indicators of Quality—Action



With the framework and its detail, review whether your officials and their training are LTAD-aligned

Action Develop an LTAD aligned resource to identify appropriate training and retraining of officials.

NSOs should have a long term pathway for officials development with training consistent with LTAD, with the following results:

1. Officials have a general understanding of LTAD as it has been built into their education and training
2. Officials understand and apply the sport's LTAD competition review and restructuring changes
3. NSOs articulate roles of officials appropriate to each LTAD stage
4. Gaps and needs for the training of officials are identified and modifications implemented
5. NSOs update officials' education, development and recognition programs to support LTAD

What this looks like

- Updated rules, regulations, and judging methods
- Officiating aligns with competition restructuring appropriate to each stage
- Officials are trained on new rules and regulations associated with LTAD competition restructuring

Considerations and comments

Consideration needs to be taken to ensure officials officiate in a developmentally appropriate manner based on stage descriptors and principles identified in competition review.

Identification of officials retraining and adjustment of training should be identified in NSO competition review.

Buy-in and support of PSO and club (membership) should be considered.

Officials understand developmentally appropriate meaningful competition.

Validation

Quality assurance:

- Indication that training or retraining of officials is taking place
- Indication that National, P/TSO and local officials are aware of and understand the implications of LTAD to ensure developmentally appropriate officiating

Indicators of Quality *Action Components (1–5)*

Actions—develop an LTAD aligned resource to identify appropriate training and retraining of officials.

NSOs should have a long-term pathway for officials development with training consistent with LTAD, with the following results:

1. Officials have a general understanding of LTAD as it has been built into their education and training

Below Expectations:

- Officials group operates outside of the NSO and dialogue only happens with the NSO for the purposes of servicing programs
- Little consideration for officials LTAD education is evident as it is not mentioned in any of their training modules

Meets Expectations:

- Systematic communication and education is taking place within the officials group of the organization with an emphasis the LTAD Athlete Development Matrix and competition review
- The officials group operates within the NSO
- Officials have had input on how their training and retraining could take place

Exceeds Expectations:

Meets expectations plus...

- Officials are fully integrated in all operations of the NSO and are included in committees dealing with rule adaptations and competition changes
- NSO officials groups link in with P/TSO officials training

2. Officials understand and apply the sport's LTAD competition review and restructuring changes

Below Expectations:

- Officials have not been included in the competition review process
- Rule modifications and other restructuring have not been considered in officials' education

Meets Expectations:

- Officials understand modified competition structures, rules and regulations that have been adjusted to align with LTAD competition review and restructuring
- The NSO has included officials during the competition review process
- Officials have had input into how training should be adjusted and implemented in a systematic way

Exceeds Expectations:

Meets expectations plus...

- The NSO proactively works with officials to provide timely updates and revisions to their training and education related to upcoming competition restructuring
- NSO works effectively with P/TSOs to retrain officials with LTAD competition restructuring

Step 2: Restructuring and Redesign—Indicators of Quality—Action

3. NSOs articulate roles of officials appropriate to each LTAD stage

Below Expectations:

- Minimal involvement of officials in the early development of rules and roles modifications

Meets Expectations:

- The NSO has examined their sport and LTAD model and has identified the key roles for officiating based on athlete stage by stage needs
- Officials have been involved in the process as competition restructuring recommendations are formulated

Exceeds Expectations:

Meets expectations plus...

- New roles for officials are realized as part of the competition restructuring based on athlete stage needs

4. Gaps and needs for officials training are identified and modifications being made

Below Expectations:

- The NSO continues to use current officials development practices without considering athletes' needs within each stage

Meets Expectations:

- The NSO (including officials) has completed a review of current officials' education content and practices
- Modifications are made to address gaps, rule or competition structure modifications to fit the needs of athletes at different stages of development

Exceeds Expectations:

Meets expectations plus...

- The NSO has adopted a new model for officials' development and training including interactive learning, facilitation methodology and online training while adding an evaluation component to certify officials at the various contexts
- All content is consistent with their LTAD competition restructuring modifications

5. NSOs update officials' education, development and recognition programs to support LTAD

Below Expectations:

- The NSO does not update officials' education, development and recognition to include LTAD

Meets Expectations:

- The NSO has worked with partners (PTSOs) to deliver new training to ensure qualified and informed officials are ready to implement new competition rules, structure and formats
- The NSO has ensured that new training is accessible for retraining of current and new officials

Exceeds Expectations:

Meets expectations plus...

- The NSO plans to recognize officials as part of their implementation and dedication towards athlete/player development at the various stages

Ideal NSO Milestones—Step 2: Restructuring and Redesign

D)

NSOs create and deliver Sport for Life LTAD-based developmentally appropriate programs

Action Create new programs where needed and activate the system of delivery.

Programs train and develop athletes based on LTAD, and include:

1. Training and competition based on the Athlete Development Matrix and progression assessments
2. Developmentally appropriate and content consistent with LTAD stage objectives that address all aspects of the Athlete Development Matrix
3. Appropriate periodization
4. Consideration of growth and development
5. Assignment of responsibility for program delivery, including resource availability to support delivery
6. Quality training of program leaders

What this looks like

- Program curriculum
- Coach resources,
- e.g. refer to the Sport for Life-recommended programs

Considerations and comments

Address gaps identified through competition review analysis. Ensure fit with (updated) competition structure, intersections with other sports, and that it is part of a progression from stage to stage.

Ensuring supports for progression from stage to stage, ability to adapt, development within the sport together with athlete transfer opportunities.

In some cases, training of program leaders could take place in coach education workshops.

Validation Quality assurance:

- NSO designed
- NSO or P/TSO trained quality instructors
- Reviewed by a Sport for Life Expert

Indicators of Quality *Action Components (1–6)*

Action—create new programs where needed and activate the system of delivery.

Programs train and develop athletes based on LTAD, and include:

1. Training and competition based on Athlete Development Matrix and progression assessments

Below Expectations:

- Athlete Development Matrix chart is not included and/or the program gap is not clear
- Benchmarks are not identified or are not consistent with progression assessment (1D) benchmarks
- Priority performance components and gaps in athlete development are not addressed in the new program
- Modified, stage-appropriate competition has not been developed, supported and shared with the sport network
- Little connection with components identified in the NSO Athlete Development Matrix

Meets Expectations:

- Athlete Development Matrix chart is included and identifies the gap that the new program will address
- Articulates clearly program elements for training and competition for this stage
- Provides objective benchmarks for the stage within this new program (e.g. score, test, observations that are developmentally appropriate)
- New programs – addressing the gap in the Athlete Development Pathway are based on Athlete Development Matrix and progression assessments

Exceeds Expectations:

Meets expectations plus...

- The NSO develops a comprehensive communication and promotion plan to advise stakeholders about this new program

2. Developmentally appropriate and content consistent with LTAD stage objectives that address all aspects of the Athlete Development Matrix

Below Expectations:

- Unclear connection with NSO LTAD stage objectives
- Very few new or modified approaches are evident
- Appears to be a big jump in requirements from previous stage into new program

Meets Expectations:

- Clear connection with NSO LTAD stage objectives
- New program includes training and competition elements that are developmentally appropriate based on growth, development and maturation for the stage
- Performance components show progression, continuity and connection to earlier stages

Exceeds Expectations:

Meets expectations plus...

- Webinars, videos or workshops to share this and other specific technical information to address gaps in the performance pathway

Ideal NSO Milestones—Step 2: Restructuring and Redesign

- The identified gap(s) in Athlete Development Matrix and progression assessment is inadequately addressed
- Identifies and addresses skills and attributes that are appropriately progressed within each of the domains to the next stage
- New program addresses performance components for each of the domains identified in the Athlete Development Matrix

3. Appropriate periodization

Below Expectations:

- Training programs do not show evidence of periodized planning
- Periodized plan is included, however, it is designed in a way that will not allow the performance component gap to be addressed (e.g. inadequate preparation time, major competitions are placed at the wrong time of the season)
- Competition schedule does not show evidence of periodized planning
- No consideration is given to cooperative calendar planning for a multi-sport athlete and their other coach(es)

Meets Expectations:

- Training programs demonstrate support of athlete development across prioritized domains
- Competition schedule demonstrates support of athlete development across prioritized domains
- Highlights the need for cooperative calendar planning for multisport athletes and communication with other coaches, ensuring adequate recovery
- New programs are recognized in the NSO's competition review and are placed at the right time of year given climatic and regional differences

Exceeds Expectations:

Meets expectations plus...

- NSO leads involved in educating ensure periodization is a priority
- Workshops, webinars, and seminars provide periodization information to leaders delivering new programs

4. Consideration of growth and development

Below Expectations:

- There is no mention of peak height velocity and its impact on Sensitive Periods of training (if applicable to the new program)
- There is no evidence that consideration has been given to the needs of early, average and late maturers (if applicable)

Meets Expectations:

- The NSO identifies specific growth and development considerations associated with the new program and the LTAD stage
- The NSO provides strategies and actions for leaders of new programs to ensure developmental age is well understood

Exceeds Expectations:

Meets expectations plus...

- NSO and leaders of the new program act as champions, promoting the importance of growth and development in quality sport programs

Step 2: Restructuring and Redesign—Indicators of Quality—Action

5. Assignment of responsibility for program delivery, including resource availability to support delivery

Below Expectations:

- Specific positions or individuals have not been assigned the responsibility for technical oversight and the delivery of the new program
- Nothing has been put in place to ensure the availability of adequate resources for monitoring the effectiveness of delivery

Meets Expectations:

- Specific positions have been developed and are supported to activate new programs
- Individuals are assigned the responsibility for delivering programs
- Monitoring and measuring are taking place to assess new program impact

Exceeds Expectations:

Meets expectations plus...

- The NSO convenes regular sharing of best practices with leaders of new programs
- The NSO is deliberate and proactive in training and supporting leaders of new programs

6. Quality training of program leaders

Below Expectations:

- Educational experiences and the professional development of its leaders is not tracked
- Professional development and advancement of its leaders is not supported or recognized

Meets Expectations:

- Tracks educational experiences and professional development of the leaders of the new program
- Integrates new program training into NCCP workshops (if applicable)

Exceeds Expectations:

Meets expectations plus...

- Supports and celebrates the professional development and advancement of its leaders

Ideal NSO Milestones—Step 2: Restructuring and Redesign

E)

Determine the sport's role in contributing to the advancement of physical literacy across the country—create new programs and partnerships to advance the sport in the context of physical literacy (see Canada's Physical Literacy Consensus Statement June 2015)

Action NSO supports physical literacy in sport participants through effective partnerships and possibly new programs:

1. The NSO identifies similarities of athlete development across other sports and supports other sports in developing physical literacy
2. Adapt coaching materials to develop physical literacy
3. The NSO partners directly develop or support partnerships with others to advance the physical literacy of their athletes/participants
4. Programs contribute to the development of the physical literacy (competence, confidence, and motivation) of its participants

What this looks like

- Completed resource(s) in both French and English,
- e.g. Soccer Children's NCCP Coaching Courses, Rally Cap, Soccer Grassroots Festivals

Considerations and comments

May include the use of Sport for Life Movement Preparation (warm-up) resource, once completed. Programs may include other sports as partners.

Key features of a quality physical literacy program:

- a. Fundamental Movement Skills (FMS) = stability, locomotion and object manipulation
- b. Environments = ground, air, water, ice/snow
- c. Delivery = structured and unstructured

Validation Quality assurance:

- Link to coach education
- Quality trainers
- Consistent ongoing quality programming

Indicators of Quality *Action Components (1–4)*

Action—NSO supports physical literacy in sport participants through effective partnerships and possibly new programs:

1. The NSO identifies similarities of athlete development across other sports and supports other sports in developing physical literacy

Below Expectations:

- No chart to identify similar physical literacy skills acquired from other sports has been created
- No chart to identify physical literacy skills not acquired in the NSO program has been created

Meets Expectations:

- Creates and displays a chart to identify similar physical literacy features acquired from other sports
- Creates and displays a chart to identify those physical literacy features that are not acquired in the NSO program

Exceeds Expectations:

Meets expectations plus...

- Promotes physical literacy programs that may not be directly associated with the NSO but ensures physical literacy in other environments
- Explores partnerships to address physical literacy gaps in own sport
- Charts are displayed on website with accompanying text

2. Adapt coaching materials to develop physical literacy

Below Expectations:

- Coaching materials remain unchanged
- Materials have been adapted, however, information is incomplete and/or inaccurate
- Materials do not reflect information about the development and detection of physical literacy
- Materials do not include sample training programs, scheduling, periodization and competition

Meets Expectations:

- Coaching materials have been modified to include important physical literacy information
- Provides information about the development and detection of physical literacy including sample training programs, scheduling, periodization and competition

Exceeds Expectations:

Meets expectations plus...

- The NSO has created webinars, videos, and/or workshops to increase the dissemination of this information
- The NSO promotes other sport partners' physical literacy workshops and programs to coaches and leaders
- Materials include links to Sport for Life physical literacy resources

Ideal NSO Milestones—Step 2: Restructuring and Redesign

3. The NSO partners directly develop or support partnerships with others to advance the physical literacy of their athletes/participants

Below Expectations:

- The NSO identifies and has established a relationship with sport partners that can contribute to the development of physical literacy of their athletes
- The NSO identifies and has established a relationship with non-sport partners that can contribute to the development of physical literacy of their athletes

Meets Expectations:

- The NSO identifies and has established a relationship with sport partners that can contribute to the development of physical literacy of their athletes
- The NSO identifies and has established a relationship with non-sport partners that can contribute to the development of physical literacy of their athletes

Exceeds Expectations:

Meets expectations plus...

- The NSO participates in or convenes a group of potential physical literacy partners to create innovative ways to deliver programs to athletes
- The NSO promotes physical literacy programs of sport and non-sport partners to its athletes
- The NSO actively pursues unique opportunities to work with other organizations and facilities to advance physical literacy in their programs

4. Programs contribute to the development of physical literacy (competence, confidence, and motivation) of its participants

Below Expectations:

- Key features of physical literacy that are acquired within the sport are not identified or communicated
- The progress of the physical literacy development of athletes measured and validated by using tools is not identified or communicated

Meets Expectations:

- Program identifies and communicates key features of physical literacy that are acquired within the sport
- Program identifies and communicates progress of physical literacy of athletes using tools and validated measurement

Exceeds Expectations:

Meets expectations plus...

- The NSO uses a number of forums to communicate the key features and progress of the new physical literacy program

Step 2: Restructuring and Redesign—Indicators of Quality—Action

F)

Communicate competition redesign, integration in coaching, and new LTAD-aligned programs including connections to physical literacy

Action Produce supplemental resources to inform, support and sustain activation, including:

1. Communications Plan
2. Board of Directors orientation
3. Staff orientation
4. Provides member orientation
5. Updated policy, procedures and rules
6. Online accessibility
7. Available at canadiansportforlife.ca
8. Repurposed materials for different target audiences
9. Website or portal for LTAD specific info
10. E-learning modules or webinars

What this looks like

- Completed resource(s) in both French and English,
- e.g. Volleyball monthly Provincial Territorial Technical Directors LTAD Implementation meetings

Considerations and comments

Provide resources both electronically and in print, when appropriate. Specific to different target audiences and priorities of the NSO.

Repurposed materials for different target audiences can include:

- Parent and Athlete's Guide(s)
- Teachers' Guide(s)
- Community information
- Administrators information
- Brochures

Validation

Quality assurance:

- Review by individual with expertise in communication internally or externally
- Review by individual with expertise in each area

Indicators of Quality *Action Components (1–9)*

Action—produce supplemental resources to inform, support and sustain activation, including:

1. Communications Plan

Below Expectations:

- NSO does not adequately incorporate competition redesign, new LTAD-based programs, physical literacy program messaging and marketing into communications plan
- Key messaging around the above mentioned elements is not part of the communications plan; or
- Audiences such as parents, athletes, coaches, staff, and community are not designated as target audiences of these key messages

Meets Expectations:

- The NSO incorporates competition redesign, new LTAD based programs, and physical literacy program messaging and marketing into communications plan
- Key messaging is created around LTAD principles and practices
- All target audiences (parents, athletes, staff, coaches, community) are considered in the communications plan

Exceeds Expectations:

Meets expectations plus...

- The NSO has designed a communications plan specifically for LTAD. LTAD awareness and education are key goals of the plan and specific messaging geared towards each of the target audiences (parents, athletes, coaches, community, and staff) is incorporated into the plan

2. Board of Directors orientation

Below Expectations:

- Board of Directors are not aware of latest advances in LTAD principles and practices, or there is limited buy-in

Meets Expectations:

- Board of Directors are educated and engaged on all LTAD principles and practices

Exceeds Expectations:

Meets expectations plus...

- Board of Directors are educated and engaged on all LTAD principles and practices and demonstrate they prioritize LTAD in their decision-making processes
 - Some Board members are able to present and promote LTAD principles and apply it to their sport
-

Step 2: Restructuring and Redesign—Indicators of Quality—Action

3. Staff orientation

Below Expectations:

- Staff are not trained, or only minimally trained, and lack familiarity with new LTAD principles and practices

Meets Expectations:

- Staff are updated on new LTAD principles and practices and training is available for all staff members when significant changes are implemented

Exceeds Expectations:

Meets expectations plus...

- NSO undertakes systematic training and education of all staff members in current LTAD principles and practices. Additional training opportunities are available for staff through NSO- or Sport for Life-lead workshops, sessions or webinars

4. Provides member orientation

Below Expectations:

- NSO or Sport for Life's Messenger Programs are not available to members; or
- Members are not made aware of the potential educational opportunities available to them

Meets Expectations:

- NSO or Sport for Life's Messenger Programs are available to members
- Members are made aware of these programs and other educational opportunities

Exceeds Expectations:

Meets expectations plus...

- The NSO undertakes systematic development of champions in the community using NSO or Sport for Life's Messenger Programs

5. Updated policy, procedures and rules

Below Expectations:

- Policies, procedures and rules are not reviewed; or
- Policies, procedures and rules are not updated annually to incorporate the latest in LTAD principles and practices
- Staff and members are not educated in new policies, procedures and rules

Meets Expectations:

- Policies, procedures and rules are reviewed and updated annually to incorporate the latest in LTAD principles and practices
- Staff and members are educated in all new policies, procedures and rules

Exceeds Expectations:

Meets expectations plus...

- Policies, procedures and rules are consistently (semi-annually) reviewed and updated to reflect the latest in LTAD principles and practices
- Staff and members are educated and trained in all new policies, procedures and rules

Ideal NSO Milestones—Step 2: Restructuring and Redesign

6. Online accessibility

Below Expectations:

- LTAD information is not on the NSO website or is difficult to find
- LTAD information is not available in both French and English on the NSO website

Meets Expectations:

- LTAD Framework is available on NSO website in both French and English
- LTAD Framework and information is easy to find

Exceeds Expectations:

Meets expectations plus...

- LTAD Framework, competition review, and physical literacy-based program descriptions are available and easy to find on the NSO website (exceptions may be permitted regarding website posts if the NSO can demonstrate other effective means of sharing resources with key sport leaders)

7. Available at canadiansportforlife.ca

Below Expectations:

- The NSO has not provided Sport for Life with electronic versions of their LTAD material
- The NSO has not kept Sport for Life updated on link changes or new material

Meets Expectations:

- The NSO provides Sport for Life with the latest electronic LTAD material, in both French and English

Exceeds Expectations:

Meets expectations plus...

- Best practices and unique stories on LTAD impacts as well as promotional material (posters, brochures) are shared with Sport for Life
- The NSO provides a link to canadiansportforlife.ca on their site

8. Repurposed materials for different target audiences

Below Expectations:

- The NSO has not developed any LTAD material for specific target groups
- The NSO shares limited material with their target audiences
- The NSO has not established relationships with P/TSOs and LSOs to disseminate materials

Meets Expectations:

- The NSO shares LTAD principles and practices with a variety of target audiences (parents, athletes, teachers, community, administrators) through materials designed for those audiences

Exceeds Expectations:

Meets expectations plus...

- These materials are easy to locate and download on the NSO website and print resources can be requested (exceptions may be permitted regarding website posts if the NSO can demonstrate other effective means of sharing resources with key sport leaders)

Step 2: Restructuring and Redesign—Indicators of Quality—Action

9. Website or portal for LTAD specific info

Below Expectations:

- The NSO has no centrally located, easy to find portal for LTAD information

Meets Expectations:

- The NSO has an easy to find, central location for LTAD materials
- The NSO website has more LTAD material than their sport-specific framework

Exceeds Expectations:

Meets expectations plus...

- The NSO has an LTAD specific webpage which is easy to access through the NSO website (exceptions may be permitted regarding website posts if the NSO can demonstrate other effective means of sharing resources with key sport leaders)
-

10. E-learning modules or webinars

Below Expectations:

- The NSO has not provided information via webinars or e-learning modules

Meets Expectations:

- The NSO offers webinars and e-learning modules for coaches

Exceeds Expectations:

Meets expectations plus...

- The NSO has webinars and e-learning modules for parents, coaches, and athletes to designed to enhance their knowledge of LTAD

Step 3: Advanced Program Support

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IDEAL NSO
MILESTONES

Step 3: Advanced Program Support—Indicators of Quality—Action

A)

Integration and alignment of LTAD with national, provincial/territorial and local sport organizations

Action NSOs complete and activate a plan, including:

1. Consultation with stakeholders resulting in multi-year and annual plans, which identify key implementation activities, including:
 - a. Why implement LTAD?
 - b. Where is our organization now?
 - c. Where do we want to be?
 - d. The basics of your change management approach
 - e. Who will be champions, make and influence change?
 - f. What strategies and action will get us there?
 - g. What actions do we do first?
 - h. How to address conflict?
 - i. How to we measure (see step 3B)
2. Activities for and/or by the NSO
3. Activities engaging stakeholders

What this looks like

- Plan is annually reviewed and updated (if necessary)
- Includes buy-in by P/TSOs and other stakeholders

Considerations and comments

P/TSO engagement varies based on capacity and priorities. The NSO has a lead role to play in supporting education and implementation.

There have been resources created to assist Sport Organizations:

- Sport for Life - LTAD Activation Mini Summit
- Implementation Guide for Provincial and Territorial governments

Validation

Quality assurance:

- Annual review by Sport Canada Officer
- Document is available in English and French to members and/or other interested stakeholders
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Indicators of Quality *Action Components (1–3)*

Action—NSO’s complete and activate a plan, including:

1. Consultation with stakeholders resulting in multi-year and annual plans, which identify key implementation activities:

Below Expectations:

- Limited vision
- Limited or no consultation process
- Limited environmental scan, little data
- Analysis is limited or unclear
- Limited assessment of organizational readiness
- Limited strategic thinking, and a limited or no plan at all
- Plan lacks detail on who will lead implementation, and/or how LTAD “champions” will be recruited and/or developed
- Plan lacks consideration for how to sustain initiatives and/or address potential conflict
- Plan lacks clear, linked actions, outputs, mid-term outcomes and longer-term impacts
- Plan lacks evaluation component with clear measures of progress for outputs, outcomes and impacts

Meets Expectations:

- Scope and vision is planned, including key partners and multi-year timeframe
- Thorough consultation process includes key stakeholders
- Good environmental scan, adequate collection of data
- Analysis is thorough
- Reasonable assessment of organizational readiness
- Plan includes detail on who will lead implementation, and/or how LTAD “champions” will be recruited and/or developed
- Plan includes some consideration for how to sustain initiatives and/or address potential conflicts
- Plan has clear, linked actions, outputs, mid-term outcomes and long-term impacts
- Plan includes evaluation component with measures of progress

Exceeds Expectations:

Meets expectations plus...

- Scope and vision is planned, including all partners and multi-year timeframe, and considers system alignment issues and potential partnerships
- Thorough consultation process includes key stakeholders in imaginative planning process
- Very thorough environmental scan, excellent collection of data
- Analysis is both clear and comprehensive
- Deep assessment of organizational readiness
- Plan includes extensive detail on who will lead implementation, and/or how LTAD “champions” will be recruited and/or developed
- Plan includes thorough consideration for how to sustain initiatives and/or address potential conflicts
- Plan includes comprehensive evaluation component with formative and summative measures of progress and ongoing monitoring

Step 3: Advanced Program Support—Indicators of Quality—Action

2. Activities for and/or by the NSO

Below Expectations:

- Proposed NSO activities are not clearly linked to the results of consultation and analysis
- Proposed NSO activities are limited and unimaginative in scope
- Proposed NSO activities are unrealistic considering the capacity of the NSO
- Proposed NSO activities are not linked to the vision statement

Meets Expectations:

- Proposed activities clearly follow the results of consultation, environmental scan and analysis
- There is clear evidence of the need for the proposed activities
- Proposed activities are realistic for the NSO
- Proposed activities consider the roles and needs of key stakeholders and support system alignment
- Proposed activities include some direct support for and partnership with stakeholders (e.g. P/TSOs, clubs)
- Proposed NSO activities are linked to the vision statement

Exceeds Expectations:

Meets expectations plus...

- A comprehensive analysis and consultation process provided clear evidence of need for the proposed activities
- Proposed activities are realistic for the NSO(s) and consider future opportunities
- Proposed activities include ongoing monitoring and consultation to ensure the needs of key stakeholders continue to be met and drive system alignment

3. Activities Engaging Stakeholders

Below Expectations:

- Limited consideration of how to engage stakeholders

Meets Expectations:

- Proposed activities clearly follow the results of consultation, environmental scan and analysis
- There is clear evidence of stakeholder need or desire for the proposed activities
- Proposed activities are realistic for the NSO's capacity to engage stakeholders
- Proposed activities consider roles and needs of key stakeholders and support system alignment
- Proposed activities include some direct support for and partnership with stakeholders (e.g. P/TSOs, clubs) as well as support development of stakeholders into LTAD champions

Exceeds Expectations:

Meets expectations plus...

- A comprehensive analysis and consultation process provided clear evidence of the need for the proposed activities
- Proposed activities are realistic for the NSO's stakeholder capacity and consider future opportunities
- Proposed activities include comprehensive NSO-P/TSO (and potentially LSO or club) initiatives, including capacity-building
- Proposed activities include ongoing joint monitoring and consultation to ensure the needs of key stakeholders continue to be met and drive system alignment

Ideal NSO Milestones—Step 3: Advanced Program Support

B)

Monitoring, evaluate and review programs and plans

Action NSOs develop or use an existing performance measurement framework to track:

1. Completion of planned activities
 2. Effectiveness of system components
 3. Stakeholder engagement and change activities
-

What this looks like

- A series of performance indicators
 - Periodic reports
-

Considerations and comments

There have been tools created to assist with monitoring and assessment of programs:

- Are we there yet? A GPS for Sport for Life - LTAD Mini-Summit
 - NSO Scorecard
 - PSO Scorecard
 - Club Scorecard
 - Club Excellence
 - Provincial government assessments, etc.
-

Validation Quality assurance:

- Annual review by Sport Canada Officer
- Evaluation framework for consistent ongoing quality programming

Indicators of Quality *Action Components (1–3)*

Action—NSOs develop or use an existing performance measurement framework to track:

1. Completion of planned activities

Below Expectations:

- Monitoring and assessment process is limited and does not adequately track the completion of planned activities
- Completion of planned activities is tracked but there is limited evidence that the results of monitoring are used in decision-making

Meets Expectations:

- Monitoring and assessment process adequately tracks completion of planned activities
- Results of monitoring are used to inform decision-making on at least a periodic basis

Exceeds Expectations:

Meets expectations plus...

- Monitoring and assessment process comprehensively tracks completion of planned activities
- Results of monitoring are used to inform decision-making on an ongoing basis
- Results of monitoring are widely shared within the organization and with key stakeholders

2. Effectiveness of system components

Below Expectations:

- Monitoring and assessment includes limited or no consideration for sustainability of activities
- Monitoring does not include the ability to clearly assess and analyze mid-term outcomes and long-term impacts
- Monitoring fails to consider or analyze effects on stakeholder organizations, and does not consider system alignment

Meets Expectations:

- Monitoring and assessment includes some consideration for sustainability of activities
- Monitoring includes some assessment and analysis of linked actions, outputs, mid-term outcomes and long-term impacts
- Monitoring includes consideration of the effects on key stakeholders
- Monitoring and analysis includes comparison with best practices and results in other NSOs and/or relevant organizations

Exceeds Expectations:

Meets expectations plus...

- Monitoring and assessment includes in-depth consideration for sustainability of activities
- Monitoring includes clear, frequent assessment and analysis of linked actions, outputs, mid-term outcomes and long-term impacts
- Monitoring includes consideration of effects on key stakeholders and includes them in joint planning
- Monitoring and analysis includes extensive comparison and analysis of best practices and results in other NSOs and/or relevant organizations

Ideal NSO Milestones—Step 3: Advanced Program Support

3. Stakeholder engagement and change activities

Below Expectations:

- Monitoring fails to consider or analyze the effects of NSO activities on stakeholder organizations
- Monitoring does not include assessment of parallel or related stakeholder activities and does not support system alignment

Meets Expectations:

- Monitoring and analysis considers effects of NSO activities on stakeholder organizations
- Monitoring includes some assessment of parallel or related stakeholder activities and supports system alignment

Exceeds Expectations:

Meets expectations plus...

- Monitoring and analysis considers effects of NSO activities on stakeholder organizations and includes them in consultation on a regular basis
- Varied levels of stakeholder capacity is considered in monitoring and analysis, and imaginative approaches are used to engage key stakeholders based on their capacity
- Monitoring includes through assessment of parallel or related stakeholder activities across the system and comprehensively supports system alignment

Step 3: Advanced Program Support—Indicators of Quality—Action



Embed LTAD into the organization's strategy and policy

Action The NSO has embedded LTAD through:

1. Integration into the strategic plan
2. Updated policies, procedures and rules
3. Staffing - hiring, expertise, job descriptions
4. Committee structures and terms of reference
5. Management measurements

What this looks like

- Completed resource(s) in both French and English,

Considerations and comments

Further details to be determined by consultation with sports.

Validation Quality assurance:

- Document is available in English and French to members and/or other interested stakeholders

Indicators of Quality *Action Components (1–5)*

Action—the NSO has embedded Sport for Life LTAD through:

1. Integration into the strategic plan

Below Expectations:

- NSO strategic plan makes no or limited mention of stage-based athlete development programs and the LTAD Framework

Meets Expectations:

- NSO strategic plan includes appropriate emphasis on athlete development and references LTAD

Exceeds Expectations:

Meets expectations plus...

- NSO strategic plan emphasizes stage-based athlete development using the LTAD Framework, as a fundamental organizing principle of the NSO
-

2. Updated policies, procedures and rules

Below Expectations:

- Relevant NSO policies, procedures and rules, including related administrative policies and procedures, make no or limited mention of compliance with LTAD

Meets Expectations:

- Relevant NSO policies, procedures and rules, including related administrative policies and procedures, demonstrate consideration of LTAD

Exceeds Expectations:

Meets expectations plus...

- Relevant NSO policies, procedures and rules, including related administrative policies and procedures, demonstrate comprehensive alignment to LTAD as fundamental to an athlete-centred approach
-

3. Staffing - hiring, expertise, job descriptions

Below Expectations:

- Qualifications, selection processes, job descriptions and review processes of relevant staff, including technical staff and coaches, have little or no reference to LTAD

Meets Expectations:

- Qualifications, selection processes, job descriptions and review processes of relevant staff, including technical staff and coaches, include some emphasis on knowledge of, or compliance to, LTAD

Exceeds Expectations:

Meets expectations plus...

- Qualifications, selection processes, job descriptions and review processes of relevant staff, including technical staff and coaches, emphasize knowledge of, or compliance to, LTAD as important considerations
-

4. Committee structures and terms of reference

Below Expectations:

- Qualifications, selection processes, terms of reference and structures of relevant committees, including technical committees, have little or no reference to LTAD

Meets Expectations:

- Qualifications, selection processes, terms of reference and structures of relevant committees, including technical committees, emphasize knowledge of, or compliance to, LTAD

Exceeds Expectations:

Meets expectations plus...

- Qualifications, selection processes, terms of reference and structures of relevant committees, including technical committees, emphasize knowledge of, or compliance to, LTAD as fundamental to an athlete-centered approach

5. Management measurements

Below Expectations:

- Management measurements of organizational effectiveness and attainment of goals have little or no reference to sport and athlete development goals, or measures are inconsistent with the use of an LTAD-based development pathway

Meets Expectations:

- Management measurements of organizational effectiveness and attainment of goals include reference to sport and athlete development goals. Measures are consistent with the use of an LTAD-based development pathway

Exceeds Expectations:

Meets expectations plus...

- Measures are consistent with the use of an LTAD-based development pathway as a fundamental principle of the NSO

Ideal NSO Milestones—Step 3: Advanced Program Support

D)

Articulate the optimal pathway for LTAD stage-by-stage periodization

Action Create a supplemental resource, including:

1. Review of competition calendar to ensure optimal scheduling of competitions
2. Development of a general template for an annual periodized plan for the Learn to Train LTAD stage
3. Development of specific and detailed annual periodized plans for the Train to Train and Train to Compete LTAD stages
4. Identified timelines and aspects for regular monitoring of the implementation of the annual plan
5. Engagement of the Integrated Support Team in the implementation of the annual plan

What this looks like

- Completed resource(s) in both French and English;
- e.g. Athletics, Speed Skating

Considerations and comments

A detailed periodized plan, including phases, mesocycles and microcycles to specific daily training sessions.

Validation Quality assurance:

- Expert quality assurance throughout
- NSO attendance at Building the Train to Train Adolescent Athlete, Periodization and Competition Review and Restructuring Mini-Summits, or NSO Diploma
- Expert support and review for quality of the periodization competition calendar and Athlete Development Matrix
- External check with key validation questions (Sport Canada Officer, LTAD Expert and Integrated Support Team)
- Document received by Sport Canada
- Document is available in English and French to members and/or other interested stakeholders
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement.

Indicators of Quality *Action Components (1–5)*

Action—create a supplemental resource, including:

1. Review of competition calendar to ensure optimal scheduling of competitions

Below Expectations:

- Basic review completed but lacks of details about the new competition system and structure
- Priority competitions are scheduled too early in the season
- Stage-by-stage training and competition ratios are not appropriate for the stage
- There are too many priority competitions in the calendar
- Competitions are randomly scheduled in the competition calendar

Meets Expectations:

- Documents describe the preferred future of the sports' competition system and structure
- Implementation guidelines on how the competition calendar will be delivered at the national and provincial/territorial levels
- Rationale and guidelines exist on how to restructure competition formats and rules at the national, provincial and territorial levels
- Priority competitions are placed at the end of the season
- Stage-by-stage training to competition ratios are developmentally appropriate
- An appropriate number of priority competitions are scheduled for each stage of development
- Calendar is based on human biology, physiology and skill acquisition principles

Exceeds Expectations:

Meets expectations plus...

- Provides implementation guidelines on how the competition calendar will be delivered at local or club levels
- Rationale and guidelines exist on how to restructure competition formats and rules at the club level
- Competition calendar shows consideration for geography, climate, and athletes' lifestyle (e.g. school)

2. Development of a general template for an annual periodized plan for the Learn to Train LTAD stage

Below Expectations:

- General template is not developed or lacks important factors
- Annual periodized plans are not linked to the performance components identified in the sport-specific LTAD (Athlete Development Matrix) at the Learn to Train stage

Meets Expectations:

- General template is fully developed and meets national, provincial and territorial needs
- Annual periodized plans are linked to the performance components identified in the sport-specific LTAD (Athlete Development Matrix) at the Learn to Train stage

Exceeds Expectations:

Meets expectations plus...

- Implementation procedures are provided on how to use and modify the general template to different situations

Ideal NSO Milestones—Step 3: Advanced Program Support

3. Development of a specific and detailed annual periodized plans for the Train to Train and Train to Compete LTAD stages

Below Expectations:

- No stage specific periodized annual and/or seasonal plans
- Periodized plans are completed but lack specific details about the length of the phases, volumes, intensities and frequencies

Meets Expectations:

- Periodized plans describe the essential demands and needs of LTAD stages linked to the performance components identified in the sport-specific LTAD (Athlete Development Matrix) at the Train to Train and Train to Compete stages
- Periodized plans are completed with specific details about the length of the phases, volumes, intensities and frequencies

Exceeds Expectations:

Meets expectations plus...

- A number of alternative plans are provided to choose from
 - Implementation procedures are provided on how to use and modify the annual plan to different situations
 - Procedures are provided to monitor the annual plan to ensure training is on track
-

4. Identified timelines and aspects for regular monitoring of the implementation of the annual plan

Below Expectations:

- No monitoring
- Monitoring is improvised and arbitrarily decided on an ad hoc basis
- Regular monitoring is occurring but there is no overall plan for the monitoring

Meets Expectations:

- Precise monitoring procedures based on national and provincial data
- The annual plan includes regular monitoring and adjustments to the program when necessary

Exceeds Expectations:

Meets expectations plus...

- Provide short and long-term feedback about the effectiveness of the implementation of the annual plan (Integrated Support Team)
 - Effectiveness of the annual plans is followed over a number of years
-

5. Engagement of the Integrated Support Team in the implementation of the annual plan

Below Expectations:

- No Integrated Support Team or the Integrated Support Team isn't informed about the stage specific annual plans
- Integrated Support team is loosely organized and not integrated with the coaching team

Meets Expectations:

- Integrated Support Team is fully informed and has integrated the stage specific annual plans into their interventions and training with the coaches and athletes

Exceeds Expectations:

Meets expectations plus...

- The Integrated Support Team is providing innovative practices concerning all ancillary capacities (e.g. nutrition)

E)

Create joint sport initiatives to develop more sophisticated programming

Action Develop multiple sport partnerships delivering integrated programming

1. Critical gap common agenda
2. National partnerships
3. Sport for Life LTAD based solutions and resources
4. Provincial and local community involvement
5. Shared measurement
6. Demonstrated impact

What this looks like

- Completed resource(s) in both French and English,
- A resource, presentation or workshop
- e.g. Alpine Snowsports Consortium

Considerations and comments

Joint sport projects can range in size and scope and it is therefore difficult to put a specific range on the number of expert days required. It is critical that the scope is very well defined along with a clear organizational structure.

The more NSOs there are in a joint sport project, the better. However, consideration must be made that the more NSOs involved, the higher cost due to more collaboration to achieve common goals.

Validation Quality assurance:

- Sport for Life Expert input and review prior to the development of a final draft
- Reviewed by Sport Canada Officer
- Reviewed and signed off by a Sport for Life Expert
- Partners are fully engaged at the beginning and end of the project
- Reporting from all partners on effectiveness and impact

Indicators of Quality *Action Components (1–6)*

Action—develop multiple sport partnerships delivering integrated programming

1. Critical gap common agenda

Below Expectations:

- Issue identified does not clearly address a system or programming gap(s), or it addresses a gap(s) that only exists in one organization
- No clear agenda or common implementation strategies

Meets Expectations:

- Mapped the landscape and used data to make case
- Clearly addresses a development gap(s) in all partner organizations
- Created a common agenda (goals and strategy)

Exceeds Expectations:

Meets expectations plus...

- Clearly addresses a development gap(s) in all partner organizations and will result in benefits the whole sport system and or multiple sectors
- Supported implementation with alignment of goals and strategies with sustainability of the program in mind

2. National partnerships

Below Expectations:

- One partner either does all the work or dominates the project resulting in a lack of contribution and commitment from the other national partners
- Limited shared vision, mission, values and goals

Meets Expectations:

- Identified champions and form cross-partnership work group
- Good project coordination
- Partners are fully engaged at the beginning and end of the project
- Shared vision, mission, values and goals

Exceeds Expectations:

Meets expectations plus...

- Multiple partners with clear working relationships, Infrastructure and project management (backbone and processes)
 - Clearly achieving shared vision, mission, values and goals
 - Sustainable program(s) that address critical gap(s) on an ongoing basis
-

Step 3: Advanced Program Support—Indicators of Quality—Action

3. Sport for Life LTAD based solutions and resources

Below Expectations:

- Limited or no clear connections to Sport for Life or sport-specific Long-Term Athlete Development Frameworks

Meets Expectations:

- Clearly delivering on a program gap(s) identified in LTAD Framework or sport-specific LTAD Frameworks

Exceeds Expectations:

Meets expectations plus...

- Deeply committed to advancing the goals and objectives of LTAD, and believe that a fully integrated approach across the entire Canadian Sport System

4. Provincial and local community involvement

Below Expectations:

- Partner organizations, NSOs, P/TSOs, and LSOs support and reinforce joint activities that may differ but still support the initiative

Meets Expectations:

- Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation
- Facilitated community (membership) outreach

Exceeds Expectations:

Meets expectations plus...

- Collaboration and open communication is demonstrated by all partners. Community outreach is facilitated
 - Engaged community and built membership commitment to program success
 - Continued engagement and conduct advocacy
-

Ideal NSO Milestones—Step 3: Advanced Program Support

5. Shared measurement

Below Expectations:

- Limited or no data collection or measuring results consistently across all participants

Meets Expectations:

- Analyzed baseline data to identify key issues and gaps
- Established shared metrics (indicators, measurement, and approach)

Exceeds Expectations:

Meets expectations plus...

- Analyzed baseline data to identify key issues and gaps
 - Established shared metrics (indicators, measurement, and approach)
 - Collected, tracked, and reported progress (process to learn and improve)
-

6. Demonstrated impact

Below Expectations:

- Partner organizations worked separately to produce the greatest independent impact
- Evaluation attempts to isolate a single organization's impact
- Large scale change is assumed to depend on scaling by a single organization
- Corporate and government sectors are disconnected from the efforts of partner organizations

Meets Expectations:

- Partner organizations actively coordinate their actions and share lessons learned
- Shared vision, mission, values and goals were achieved

Exceeds Expectations:

Meets expectations plus...

- NSOs and stakeholders understand that developmental gaps, and their solutions, arise from the interaction of many organizations within the larger sport for life system
- Progress has occurred by working toward the same goal and measuring the same things
- Large scale impact has occurred due to increasing cross-sector alignment and learning among partner organizations
- Corporate, foundations and or government have invested to provide continued support

F)

Update the original sport-specific LTAD Framework

Action Update the current framework, including:

1. A rationale supporting the NSO's need to renew the LTAD Framework
2. Implications of the '10 Key Factors' specific to the sport
3. General stage by stage overview
4. Detailed Athlete Development Matrix
5. Implications for key stakeholders
6. Summary

What this looks like

- Published booklet in both French and English,
- e.g. Golf (2015) and Rowing Canada Aviron (2010)

Considerations and comments

Sport Canada has funded the development of the NSO LTAD Frameworks during the SFAF IV cycle and, therefore, it is expected that all NSOs have this framework completed. It is expected that the NSO LTAD Frameworks will be reviewed and updated every 8-10 years, or as needed. The updating would be considered as part of an NSO's ongoing business similar to an NSO's strategic planning process.

Athletes with a Disability and/or Para must be considered in the renewed framework, a separate framework or both.

Validation Quality assurance:

- LTAD Expert input and review prior to the development of a final draft
- Reviewed by Sport Canada Officer
- Reviewed and signed off by an LTAD Expert
- Document is available in both English and French to members and/or other interested stakeholders
- Public acknowledgement of Government of Canada financial assistance is a condition of receiving a grant or contribution as per the Sport Canada Contribution Agreement

Indicators of Quality *Action Components (1–6)*

Action—update the current framework, including:

1. A rationale supporting the NSO’s need to renew the LTAD Framework

Below Expectations:

- There is no rationale provided
- Shortcomings are missing
- Shortcomings are listed without connection to sport’s reality or context

Meets Expectations:

- Rationale answers: Where are we now? Where do we want to be? How are we going to get there?
- 5 pillars addressed athletes, coaches, officials, parents, facilities
- Provides a rationale supporting the NSO’s need to renew the LTAD Framework
- Identifies sport’s shortcomings and consequences related to athlete development pathways, performances, performance gaps, developmentally appropriate training and competition, including international performances
- Explains how the shortcomings will be addressed with recommendations in a coherent LTAD Framework

Exceeds Expectations:

Meets expectations plus...

- Provides sport-specific data demonstrating the need for an LTAD Framework

2. Implications of the ‘10 Key Factors’ specific to the sport

Below Expectations:

- All ‘10 Key Factors’ are listed with a basic explanation but with little or no connection to the sport-specific context

Meets Expectations:

- Provides an accurate description of all ‘10 Key Factors’ with an application or example of the sport-specific context for each factor
- Provides an up-to-date description of the ‘10 Key Factors’, based upon LTAD 2.0
- Provides an up-to-date description of the original ‘5 Ss’ and the additional ‘5 Ss’
- Provides basic information on competition review and restructuring

Exceeds Expectations:

Meets expectations plus...

- Uses sport-specific international normative data to support the factors

3. General stage by stage overview

Below Expectations:

- Basic stage descriptors are included but lack a complete list of objectives for athletes in each stage
- Age ranges for stages are based on the age divisions and not on ability or developmental milestones
- Have not used national and/or international normative data to inform progression in a pathway
- Stages describe the current state (what is happening), not the improved state (what should be happening)

Meets Expectations:

- Describes the preferred future state of developing participants in the sport
- Uses national and international normative data to inform progression in pathway
- Outlines the development goals and performance objectives of each stage along with a focus of stage, descriptor of athletes in stage, stage objectives, training emphasis, type of equipment to be used, qualification of coaches, and descriptions of stakeholders that influence this stage and their role
- Clear recommendations of changes needed within a stage
- Provides guidelines on monitoring growth and development
- Provides guidelines on how to deliver developmentally appropriate training, competition and recovery programs for early, average and late maturing athletes
- Provides guidelines and solutions for relative age effect

Exceeds Expectations:

Meets expectations plus...

- An explanation of the influence of growth and maturation factors on training, competition, and recovery
 - Provides data to support strategies or actions
 - Links to sport-specific best practices or programs
-

Ideal NSO Milestones—Step 3: Advanced Program Support

4. Detailed Athlete Development Matrix

Below Expectations:

- Athlete Development Matrix is included but is missing specific connection to sport requirements
- Does not address specific requirements for the sport
- Specific requirements for sport are included but connected with the wrong stage

Meets Expectations:

- Provides or is based upon a more detailed Athlete Development Matrix than original framework
- Provides a stage-by-stage overview of performance components specific to the requirements of the sport for the technical-tactical, physical, mental and lifestyle domains to be factored into training, competition, and recovery
- Includes stage-specific performance components related to achieving podium performances in international-level competition
- Provides guidelines for specialization in a sport and position or event within the sport

Exceeds Expectations:

Meets expectations plus...

- Each stage shows progressions within each of the areas
 - Provides sport specific proficiencies indicating what are the markers for an athlete to move to the next stage
 - Alignment with Gold Medal Profile and Podium Pathway (if applicable)
-

5. Implications for key stakeholders

Below Expectations:

- Does not identify key stakeholders or actions needed
- Stakeholders are identified but the call to action is not clear

Meets Expectations:

- Identifies key stakeholders and performance partners and delineates actions needed to implement improvements to the athlete development pathway
- Links coach education and certification to stages
- Links competition structure (including outcomes of competition review and restructuring) to athlete development stages
- Addresses other specific limitations identified in original framework by key stakeholders
- Provides areas where change is needed from current state to future state
- Has included indicators that membership has approved/ supported the document (e.g. motion from the Board of Directors, logos of provincial and territorial partners)

Exceeds Expectations:

Meets expectations plus...

- Provides an implementation plan with timelines
- Provides innovative solutions

6. Summary

Below Expectations:

- There is no summary with a call to action
- There is no plan included outlining the priorities for moving forward
- Plan is outlined without inclusion of partners to help advance the plan

Meets Expectations:

- There is a summary with a call to action
- Actions for integration and alignment addressing coach education, integration of sport science, parent education and integration with the organization's strategic plan
- Provides an outline or road map of the next steps linked to the Ideal NSO document

Exceeds Expectations:

Meets expectations plus...

- Outlines how it will be integrated and communicated into the sport culture and business of the organization
- Highlights how other partners and jurisdictions will be engaged for implementation

Step 4: Sector Activation



IDEAL NSO
MILESTONES

Step 4: Sector Activation—Indicators of Quality—Action

A to D)

Work with sector partners to advance the sport's LTAD through partnerships

- Action**
1. Work with partners in various sectors to advance the implementation of the sport's LTAD Framework and programs, such as:
 - a. Education
 - b. Multi-Sport Organizations
 - c. Municipal recreation
 - d. Health
 - e. Others
 2. Develop programs for or with specific sectors and partners
 3. Support implementation of new sector programs
-

What this looks like

Partnerships, which may lead to:

- Partner endorsement of NSO plans or programs
 - Partner implementation of NSO programs
 - Joint program development initiatives
 - Development of pilots, templates, or good practices for implementation
 - Completed resource(s) in both French and English
-

Considerations and comments

The development of partnerships depends on opportunities and the availability of resources – the NSOs are not obligated to develop partnerships in these areas.

Partnerships and programs will vary depending on the nature of the sector and local factors.

Validation

Quality assurance:

- Linked to other NSO and/or P/TSO programs
- A sustainability plan
- Evaluation framework for consistent ongoing quality programming
- Sharing with other NSOs and organizations to support system alignment

Ideal NSO Milestones—Step 4: Sector Activation—Integration with Education, MSO’s, Recreation and Health

Indicators of Quality *Action Components (1–3)*

1. Work with partners in various sectors to advance the implementation of the sport’s LTAD Framework and programs

Below Expectations:

- No work is done to engage potential partners
- No partnerships are formed

Meets Expectations:

- Partnerships are formed as appropriate to the opportunities and the resources available to the NSO
- Partnership process identifies and documents sector, partner and context-specific needs
- Areas of opportunity for joint action and benefit are detailed

Exceeds Expectations:

Meets expectations plus...

- Engages other sport partners (P/TSOs, LSOs) in sector partnership

2. Develop programs for or with specific sectors and partners

Below Expectations:

- Specific programs are not developed or well planned

Meets Expectations:

- Partner-specific programs are developed jointly
- Programs are well-planned, practical, sustainable, and scalable

Exceeds Expectations:

Meets expectations plus...

- An evaluation framework is built in
- A networking or sharing plan is built in

3. Support the implementation of new sector programs

Below Expectations:

- Effective implementation is not fully supported

Meets Expectations:

- Implementation is fully supported by the NSO and partners
- Pilot projects support learning and have potential for up-scaling

Exceeds Expectations:

Meets expectations plus...

- A template for sharing is created

Step 4: Sector Activation—Indicators of Quality—Action

E)

Kaizen: continuous improvement of generating and disseminating sport-specific knowledge

Action Research, evaluate and review to improve the framework and its implementation with consideration of:

1. Research partnerships
2. Program evaluation and review
3. Participation in learning events (e.g. conferences, seminars and workshops)

What this looks like

- Partner with academic researchers on sport-specific applied research
- Work with external specialists to conduct program evaluation and review
- Integrate different types of evaluation into programs to generate knowledge
- Knowledge sharing and transfer at learning events (e.g. Sport for Life National Summit, Sport for Life Mini-Summits, Sport Canada Research Initiative, Sport Leadership Conference)

Considerations and comments

Integration of advanced review and evaluation into strategy and programs is a good practice in all organizations.

Selection of research, evaluation and learning opportunities will vary depending on the nature of programs, resource availability and other factors.

Validation Quality assurance:

- Use of best available research and evaluation frameworks
- Inclusion of P/TSOs and LSOs to enhance system alignment
- Sharing with other NSOs and organizations to support system alignment

Ideal NSO Milestones—Step 4: Sector Activation—Integration with Education, MSO’s, Recreation and Health

Indicators of Quality *Action Components (1–3)*

Action—research, evaluate and review to improve the framework and its implementation with consideration of:

1. Research partnerships

Below Expectations:

- No work is done to identify potential partners
- No partnerships are formed
- Partnerships formed are not supported or results are not acted upon

Meets Expectations:

- Research partnerships are formed as appropriate to the opportunities and resources available to the NSO
- Partnership process identifies and documents the partner and context-specific needs
- Areas of opportunity for joint action and benefit are detailed
- Findings and results are integrated into next generation plans and program, as appropriate

Exceeds Expectations:

Meets expectations plus...

- Engages other sport partners (PTSOs and LSOs) in partnership
- Knowledge sharing within the NSO community

2. Program evaluation and review

Below Expectations:

- Program evaluation is not integrated into plans and programs, or evaluation and review is not completed
- Evaluation and review is not completed

Meets Expectations:

- Evaluation is designed using best available practices; external expertise may be consulted
- Program evaluation is practical and the results are actionable
- Documentation of results and how they are integrated into next generation programs

Exceeds Expectations:

Meets expectations plus...

- Engages other sport partners (PTSOs and LSOs) in the process to promote alignment
- Knowledge sharing within the NSO community

3. Participation in learning events

Below Expectations:

- Limited or no participation in learning opportunities

Meets Expectations:

- Regular participation in learning event by the appropriate personnel

Exceeds Expectations:

Meets expectations plus...

- Knowledge sharing by hosting events, delivering presentations at national events, etc.

Acknowledgements

Sport for Life Champions



Carolyn Trono

Carolyn has worked with many sport organizations at the community, provincial and national level in the areas of Strategic Planning, Sport for Life implementation and Coach Education. In the past she has worked with Rowing Canada Aviron, Special Olympics Canada, Canadian Bowling Federation, Canadian Broomball Federation, and Tennis Canada in the development of their LTAD Frameworks. Carolyn filled the role of Director of Coach Education for Rowing Canada for fifteen years. As a member of the Sport for Life Leadership Group, she works extensively with National and Multi-Sport Organizations as they move toward integration of LTAD into their culture and programs. Carolyn has collaborated with a number of organizations on their competition review and restructuring.



Paul Jurbala

Paul Jurbala is a member of the Sport for Life Leadership Group and Project Lead for the Activating CS4L in Ontario project. He runs his own consulting and management business, *communityactive* consulting where he develops strategic and governance plans, LTAD plans, and competition reviews for National and Provincial Sport and Multi-Sport Organizations. Paul holds a M.Sc. degree in Exercise Physiology and is currently studying in the PhD program in Sport Management at Brock University, where his focus is change and decision-making in sport organizations.

This document was created by the Sport for Life Society, in collaboration with Sport Canada.

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