

# LTD IMPLEMENTATION SHAPING THE IDEAL MSO 2.0



 Sport for Life

**This document is intended as a resource to assist NSOs in determining the next steps for Long-Term Development (LTD) implementation.**

It provides guidance through the four major implementation steps identifying support (written, human and financial) for LTD implementation, recognizing that implementation may 'look different' for each organization.

# INTRODUCTION

The purpose of this Guide is to:

- provide NSOs a clear understanding of steps in advancing LTD; and
- provide insight for NSOs when applying for Sport Canada's LTD-related funding.

This Guide will break down Sport for Life's pathway for Shaping the Ideal NSO. It will give your organization ideas of where to obtain support from the Sport for Life Leadership Team, Sport Canada and/or other sources.

The purpose of the tables is to show, at a glance, each step in LTD implementation, together with potential resources for NSOs.



# HOW TO USE THIS GUIDE

Sport Canada considers LTD part of a sport's core business.

**The Guide identifies what can be done regarding advancing Long-Term Development (LTD) in your sport.** For each step there is a recommended goal and suggested use, then support is specifically outlined for each action. In the tables below, for each aspect of each step we have identified if Sport Canada funding is potentially available. We recognize that these funding approaches will continue to evolve as implementation progresses.



# WHAT SHOULD YOUR NSO DO NEXT?



**The Shaping the Ideal NSO diagram and this Guide can provide a focus for collaborative discussion within your organization, with your Sport for Life Leadership contact, and with your Sport Canada Program Officer.**

This Guide can also be informative for determining what LTD initiatives should be undertaken and/or in developing funding applications (including for over-reference LTD funding from Sport Canada).

Consider:

- What has been completed?
- What is the state of readiness in your organization?
- What would be the best use of resources to advance LTD in your sport community?
- What is the level of engagement of various partners?

Each sport is encouraged to provide their Sport Canada Program Officer with LTD updates and copies of LTD products regardless of whether Sport Canada specifically funded the product. This will permit a more robust understanding of an NSO's system progress and provide context for funding recommendations.

# WHERE CAN WE GET SUPPORT FOR OUR LTD INITIATIVES?

**Sport Canada has supported the development and implementation of Long-Term Development (LTD) in sport and physical activity to strengthen the sport system.** As most sport-specific LTD Frameworks are now complete, Sport Canada is currently focusing its attention on implementation and continues to have resources available to assist organizations in undertaking the significant changes for LTD alignment. As such, Sport Canada appears to expect that NSOs will use core funding for ongoing LTD business and over-reference funding where particular initiatives will create a specific change. Accordingly, above-reference applications for content development or engagement (as opposed to ongoing costs or operational items such as printing) are more likely to be recommended for funding.





# THE MAP TO LTD IMPLEMENTATION

**Our diagram depicts important Long-Term Development (LTD) components to be addressed by the NSOs.**

Certain components need to be done sequentially while others will occur based on developments and opportunities within the NSO's context. However, generally the progression is from left to right, recognizing the ongoing importance of themes identified along the arrows, together with Kaizen!

The components are divided into four steps:

- 1. Foundations**
- 2. Restructuring and Redesign**
- 3. Advanced Program Support**
- 4. Sector Activation**

While there continues to be some funding for Step 1, most Sport Canada funding is directed toward initiatives identified in Steps 2 and 3. At this point, initiatives/projects identified in Step 4 are not a primary focus for Sport Canada LTD funding. However, aspects of step 4 may have appeal to different funders such as other government ministries or private foundations.

Throughout the document, 'talent development' and 'podium pathway' are referenced in order to connect with Own the Podium initiatives, including 'gold medal profiles' and 'podium pathways'.

# SHAPING THE IDEAL NSO

Each box represents an important component to implement LTD within an NSO. Each NSO will approach implementation differently depending on their state of readiness. The arrows represented in the diagram are critical to ensure success therefore those aspects must be present throughout the process.

1

2

3

4

## Leadership and Governance

Sport for Life – LTD Framework

Sport for Life – LTD Athlete with a Disability Framework

Athlete Development Matrix

Competition Review & Restructuring	Advanced Physical Literacy	Integration with Education Sector	Integration with Municipalities & Communities
Integration with Coaching (NCCP)	LTD Pathway Stage-by-Stage	Integration with Multi-Sport Service Organizations	Integration with Health Sector

## Communication, Education and Champions for Change

Sport for Life – LTD-Based Programs	NSO LTD alignment & implementation	Club LTD Alignment & Implementation	Sport for Development initiatives
Long-Term Officials Development	P/TSOs LTD Alignment & Implementation	Joint Sport Initiatives	Kaizen & Advancing Sport-Specific LTD Knowledge

## Assessment, Monitoring, Research, Review and Renewal

# STEP-BY-STEP ACTIONS:



## Step 1 – Foundations

- a. Complete the sport-specific LTD Framework.
- b. Complete the AWAD sport-specific LTD Framework, if applicable.
- c. Drill deeper into the details by reviewing your Framework's skill matrix.
- d. Build in comprehensive assessments and tests to determine how and when athletes move from stage to stage.
- e. If applicable, address the sport's disciplines by developing a discipline-specific dimension of the Framework.
- f. Distribute the Framework to create awareness and understanding.
- g. Begin to implement changes based on recommendations determined while developing the Framework.

## Step 2 – Restructuring and Redesign

- a. Complete a competition review and begin competition restructuring.
- b. Integrate the sport-specific LTD information into coaching materials.
- c. Within the Framework and its details, review whether your officials are stage appropriate in their role in the sport. If needed take actions to advance LTOD.
- d. Create and deliver Sport for Life – LTD-based developmentally appropriate programs.
- e. Determine sport's role in contributing to the advancement of physical literacy nationwide – create new programs and partnership to advance the sport in the context of physical literacy.
- f. Communicate competition redesign, integration in coaching, new LTD-based programs, along with connections to physical literacy.



### Step 3 – Advanced Program Support

- a. Develop and activate implementation starting with a national plan, leading to P/T plans and club strategies.
- b. Add a layer of monitoring, assessment and review to all programs and plans.
- c. Ensure the LTD Framework is embedded in the strategic thinking of the organization. Adjust policies, governance and personal roles to reflect that.
- d. Articulate in greater detail the optimal pathway for LTD including training, competition and recovery. Outline the playing environment through the pathway then add in stage-specific periodized plans.
- e. Search for opportunities to work with other sports to provide high quality programs. Create joint sport initiatives to support more sophisticated programming.
- f. Update the original Framework, as appropriate, based on learning to date.

### Step 4 – Sector Activation

- a. Work with the education system, especially for school-based sports, to bring the optimal training, competition and recovery environment into the school setting.
- b. Work with appropriate multi-sport organizations to advance LTD in your sport.
- c. Work with the recreation sector to facilitate LTD-based programs being delivered at the community level and diversify entry points into your sport's development systems.
- d. Work with the health sector to find new opportunities for your sport to contribute to health and wellness of Canada.
- e. Continue research and review to improve the Framework and its implementation.



# STEP 1: FOUNDATIONS

**Sport for Life and its supplements, together with sports' LTD Frameworks and discipline resources, are the starting point for LTD development and implementation.** The information

contained in these Frameworks outline a coherent pathway that articulates stage-by-stage development priorities to be integrated into all aspect of the sport delivery model. As LTD knowledge and understanding advances, there will be periodic need for clarification and updates.

Frameworks and disciplines, to date, have varied somewhat in their content and what can be used to inform other LTD components. All Frameworks articulate Sport for Life principles and give a snapshot of stage-by-stage development in a given sport. Some include particular tools, such as a skill matrix; some provide key issues or recommendations.

To conclude Step 1, all aspects in this chart need to be completed.

#### **Notes:**

SFAF Over-reference new Para sports: Canoe – Kayak, Snowboard and Triathlon can apply for 3–6 Sport for Life – LTD expert days along with \$20,000 to complete an AWAD LTD.

Typically Sport Canada over-reference funding would support clear outcomes, with a focus on content as opposed to printing or website development.

All number of expert days and funding ranges may vary depending on the circumstances and are subject to change.

There is ongoing discussion to clarify Sport Canada's NSO expectations with regards to Special Olympics athlete development.

STEP 1	ACTION	GOAL	USE	RENEWAL	SUPPORT – RESOURCES			LEARNING OPPORTUNITIES
					PRINT	PROFESSIONAL	FUNDING	
<b>a. LTD Framework</b>	Complete the sport-specific LTD Framework	Improve Long-Term Player Development pathway to increase excellence and participation	Development of athletes Program design Service alignment	Validated every 8–10 years or as needed	Sport for Life Resource Papers	Sport for Life – LTD expertise	Sport Canada original LTD allocation from 2007 to 2012 (not available now)	LTD 101 Expert facilitation
<b>b. LTD AWAD Framework</b>	Complete the AWAD sport-specific LTD Framework, if applicable	As above with AWAD	As above with AWAD	As above with AWAD	No Accidental Champions Sport-specific LTD Model	Sport for Life – LTD expertise, including 1 to 4 Sport for Life – LTD expert days available through over-reference application	Sport Canada original LTD funding allocation from 2007–2012  Sport Canada may provide an additional contribution through over-reference funding to complete unfinished NSO AWAD models.  CPC funding may be available	LTD Implementation AWAD Mini-Summit CPC Summits Expert facilitation
<b>c. LTD Pathway Stage-by-Stage Athlete Development Matrix</b>	Drill deeper into the details by reviewing your Framework's skill matrix and assessing moving an athlete along the stages. This should include unique skills to develop in AWAD athletes	Describes how skills are best evaluated at each stage. Indicators or readiness to move from stage to stage.	Competition restructuring  Program – Talent development  Coaching curriculum  Podium pathway	Validated every 10 years or as needed	Sport for Life – LTD Athlete Preparation: Athlete Development Matrix Mini-Summit Workbook	1 to 2 Sport for Life – LTD expert days for matrix review available through SFAF over-reference application	Sport Canada funding is available in over-reference application	Athlete Preparation: Athlete Development Matrix Mini-Summit
<b>d. LTD Pathway Stage-by-Stage Skills Assessments</b>	Build in comprehensive assessments and test to determine how and when athletes move from stage to stage	Describes the skills to be acquired or developed at each stage	Competition restructuring Program – Talent development Coach curricula development Podium pathway	Validated every 10 years or as needed	As above plus sport-specific best practices	2 to 4 Sport for Life – LTD expert days available through SFAF over-reference application	Sport Canada funding is available in over-reference application	Athlete Preparation: Athlete Development Matrix Mini-Summit
<b>e. Discipline Development</b>	If applicable, address your sport's disciplines by developing a Framework as a next step including a comprehensive discipline specific athlete development matrix	Outlines discipline-specific adaptations	Development of athletes Program design Service alignment	Validated every 10 years or as needed	Sport for Life Resource Papers Sport-specific LTD Framework	4 to 6 Sport for Life – LTD expert days annually available through SFAF over-reference application	Sport Canada funding up to \$30,000 available over two years in over-reference application	One-on-one LTD expert facilitation
<b>f. Communication and Education</b>	Distribute and educate to create awareness and understanding	Understanding is needed for recommendations to be adopted	Facilitates individuals and organizations to be willing, able and ready to change	Ongoing	Sport for Life – LTD Communication Plan		Sport Canada original LTD allocation from 2007 to 2012 (not available now)	
<b>g. Implement Changes Based on Recommendations</b>	Begin to implement changes based on recommendations determined while developing the Framework	In developing the Framework, NSOs recognize gaps resulting in a set of immediate recommendations for changes	A plan to implementation change and improve athlete development programs and services	Initial recommendations acted upon immediately	Sport for Life – LTD Implementation Workbook		Sport Canada original LTD allocation from 2007 to 2012 (not available now)	Sport for Life – LTD Implementation Mini-Summit

# STEP 2: RESTRUCTURING AND REDESIGN

NSOs that have completed components in Foundations can apply for Sport Canada Step 2 over-reference funding. In general, Sport Canada funding (including for expert days) is intended to contribute to the achievement of particular outcomes that support restructuring and redesign.

**Sport for Life emphasizes the importance of system alignment, ensuring solid development pathways** that articulate, reinforce and teach the important skills and abilities outlined in the Foundation documents. Competition Restructuring and Redesign is the first step in this progression, recognizing that many sport system elements will need to be addressed as a result of the restructuring initiatives that include addressing the important role of sport leaders (coaches, officials) in the technical development of athletes.

In the competition review, it may become evident that there are gaps in the development pathway that may require additional programs that are developmentally appropriate according to the NSO's LTD Framework.

#### Notes:

After the Competition Review and Restructuring report is complete, officials/judges retraining will be considered for over-reference funds.

Advancing Physical Literacy and Sport for Life – LTD Programs will be considered once the NSO has completed and identified gaps and priorities to enhance their overall system development.

Typically Sport Canada over-reference funding would support clear outcomes, with a focus on content as opposed to printing or website development.

All number of expert days and funding ranges may vary depending on the circumstances and are subject to change

STEP 2	ACTION	GOAL	USE	RENEWAL	SUPPORT – RESOURCES			LEARNING OPPORTUNITIES
					PRINT	PROFESSIONAL	FUNDING	
<b>a .i Competition Review</b>	Complete a report on Competition Review (initial report + updates)	Describes process and major findings for sport's competition review	Competition restructuring Program development Coach curricula development	Reviewed every 5 years (updates as required)	Articles, Competition Review Manual and Mini-Summit Workbook	2 to 8 Sport for Life – LTD expert days annually available through over-reference application	Sport Canada funding is available; funds will be based on scope and matching contributions	LTD Competition Review and Restructuring Mini-Summit (half-day)
<b>a .ii Competition Restructuring</b>	Competition restructuring recommendations, rule adaptations, program adaptations, coach curricula adaptations, podium pathway, may identify conditions for change	Articulates priorities for competition restructuring	Improving the sporting experience of participants while creating a better development pathway	5 year cycle, based on Report	Articles, Competition Review Manual and Mini-Summit Workbook	1 to 5 Sport for Life – LTD expert days annually available through over-reference application	Sport Canada funding is available; funds will be based on scope and matching contributions	
<b>b. Integration with Coaching (NCCP)</b>	Integrate the sport-specific LTD information into coaching materials	Provides detailed information for coaches and what areas to focus on during each stage	Reinforcing elements identified in athlete development matrix and tested in the competition restructuring	Based on CAC Curriculum Design & Monitoring Cycle	Written coaching training material, video clips etc.		CAC NCCP funding can be applied for within regular funding cycle	CAC NCCP consultation, expertise and support
<b>c. Long-Term Officials Development</b>	With the Framework and its detail review whether officials/ judges need re-training to officiate using new rules, judging criteria as deemed developmentally appropriate	Identifies skills and abilities that need to be reinforced by judging or new rules	Retraining of officials and judges	Updates and re-training as needed (5–8 years?) based on rule or competition modifications	LTOD Guide (to be complete Summer 2013)	1 to 2 Sport for Life – LTD expert days as an extension of competition review to adapt rules & structure re-training in over-reference application	Sport Canada funding as part of contribution to competition review & restructuring to adapt rules and officials' education	One-on-one LTD Expert facilitation
<b>d. Sport for Life – LTD Programs</b>	Create and deliver Sport for Life – LTD-based developmentally appropriate programs	Gaps may be identified in the review	Advancing skills in a coherent development pathway		Sport's best practices	1 to 2 Sport for Life – LTD expert days	Sport Canada over-reference funding is available; funds will vary based on scope and matching contributions	One-on-one LTD Expert facilitation
<b>e. Advancing Physical Literacy</b>	Determine sport's role in contributing to the advancement of physical literacy nationwide  Create new programs and partnerships to advance the sport in the context of physical literacy	Improved sport performance  Improved health and wellness	Advancing athleticism and increasing participation		Developing PL, PL Concept Paper, PL website, PLAY tools, Developing PL Warm-ups	1 to 2 Sport for Life – LTD expert days	Sport Canada over-reference funding is available. Funds will vary based on scope and matching contributions	Physical Literacy Mini-Summit
<b>f. Communication &amp; Education</b>	Communicate competition redesign, integration in coaching, and new LTD-based programs along with connections to physical literacy	Understanding is needed for recommendations to be adopted	Facilitates individuals and organizations to be willing, able and ready to change	Ongoing	Sport for Life – LTD Communication Plan			



# STEP 3: ADVANCED PROGRAM SUPPORT

NSOs that have finished work in Step 1, Foundations, and are working in Step 2, Restructuring and Redesign can apply for Sport Canada Step 3 over-reference funding. In general, Sport Canada funding (including for expert days) is intended to contribute to the achievement of particular outcomes which support advanced LTD programs.

**Sport for Life recognizes the importance of leadership and coordination at the national level** that greatly impacts programs and sport development in communities, clubs, provincial programs that contribute to talent development, podium pathways and overall sport participation from early years to senior years. Once the “groundwork” is complete, the NSO should reflect and determine the appropriate direction and initiatives to further advance quality sport delivery in their sport.

**Note:** Sport Canada appears to be very interested in innovative joint sport initiatives.

STEP 3	ACTION	GOAL	USE	RENEWAL	SUPPORT – RESOURCES			LEARNING OPPORTUNITIES
					PRINT	PROFESSIONAL	FUNDING	
<b>a. Implement LTD in NSO, P/TSOs and Clubs</b>	Develop and activate implementation starting with a national plan, leading to P/T plans and club strategies	Outlines planned activities and assigned resources based on system analysis and restructuring recommendations	Variable based on priorities and capacity; may include creating conditions for change  Report used for resource allocation and prioritization	Updated every Strategic Plan cycle	Sport for Life – LTD Implementation Mini-Summit Workbook		Sport Canada original LTD allocation from 2007 to 2012 (not available now)	Sport for Life – LTD Implementation Mini-Summit
<b>b. Implementation Audit</b>	Undergo a comprehensive audit of LTD implementation at all levels of your sport to guide next steps	To track impact of LTD and guide next steps in implementation	Determining next steps and resource allocation	Once every 3 years.	GPS Mini-Summit Workbook Self Assessment Survey NSO – P/TSO Scorecard Club Excellence	3 to 5 Sport for Life – LTD expert days for matrix review available through over-reference application	Sport Canada funding is available in over-reference application	Are we There Yet – A GPS for Sport for Life – LTD Mini-Summit
<b>c. Leadership &amp; Governance</b>	Ensure the LTD Framework is embedded in the strategic thinking of the organization  Adjust policies, governance and personal roles to reflect that	When embedded it will lead to sustainable change	Competition restructuring  Program – Talent development  Coaching curriculum  Podium Pathway	Validated every 10 years or as needed	Sport for Life – LTD Athlete Preparation: Athlete Development Matrix Mini-Summit Workbook	Sport Canada governance leadership group		SIRC Webinars?
<b>d. LTD Pathway Stage-by-Stage</b>	Articulate in greater detail the optimal pathway for LTD including training, competition and recovery  Outline the playing environment through the pathway then add in stage-specific periodized plans	Informs quantitative and qualitative aspects for talent development	Communication to coaches, athletes, parents, provincial and club partners	Once every 4 years	Building the Train to Train Athlete Mini-Summit Workbook & various periodization publications	4 to 8 Sport for Life – LTD expert days for matrix review available through over-reference application	Sport Canada over-reference funding is available. Funds will vary based on scope and matching contributions	Building the Train to Train Athlete Mini-Summit
<b>e. Joint Sport Initiatives</b>	Search for opportunities to work with other sports to provide high quality programs  Create joint sport initiatives to more sophisticated programming	Creates efficiencies through collaboration resulting in expanded athlete pool	Sharing of expertise  Improved programs		NSO Best practices	4 to 8 Sport for Life – LTD expert days annually available through over-reference application	Sport Canada over-reference funding is available; funds will vary based on scope and partner organizations' contributions	One-on-one LTD expert facilitation
<b>f. Review LTD Framework</b>	Review the original Framework and update as required	Developments and new learning may require Framework update.	Kaizen	When necessary, within 10 years		1 to 5 Sport for Life – LTD expert days annually available through over-reference application	Sport Canada over-reference funding is available. Funds will vary based on scope and matching contributions	



# STEP 4: SECTOR ACTIVATION

**Sport and physical activity is delivered in many venues.** It is promoted in many sectors to serve a variety of purposes including health and well-being, engagement, positive development, and sport performance. Therefore, connections and partnerships with other sectors will help activate initiatives, ensuring the reach of the Sport for Life movement is not limited. While Sport Canada does not directly fund initiatives involving the sectors through over reference funds, this does not mean these activities are not important to reaching other NSO priorities such as increased membership, improving stakeholder engagement and expanding systems of delivery. Connections and liaisons with other sectors are important if we want to reach all Canadians.

STEP 4	ACTION	GOAL	USE	RENEWAL	SUPPORT – RESOURCES			LEARNING OPPORTUNITIES
					PRINT	PROFESSIONAL	FUNDING	
<b>a. Integration with Education Sector</b>	Work with the education system, especially for school-based sports, to bring the optimal training, competition and recovery environment into the school setting	Creates an optimal pathway for school aged youth through sport and physical education	Improving the quality of sport in the education system	As required	Sport for Life – LTD School Sport Paper CSC Sport School Paper	Contracted Sport for Life Leadership Team member or others	PHE for curriculum review and endorsement for quality sport programs	LTD 101 Expert facilitation
<b>b. Integration with Multi-Sport Service Organizations</b>	Work with appropriate MSOs to advance LTD in your sport in a variety of settings.	MSOs support implementation of the LTD pathway	To accelerate improving excellence and participation	As required				
<b>c. Integration with Municipalities and Communities</b>	Work with the recreation sector to facilitate LTD-based programs being delivered at the community level.	Cooperation will lead to better access to facilities and developmentally appropriate programs	Increasing reach and influence to Improve the quality of sport in communities	As required	Recreation Paper Becoming a Sport for Life Community 2.0	Contracted Sport for Life Leadership Team member or others	Various sources for community development	Becoming a Sport for Life Community Mini-Summit
<b>d. Integration with the Health Sector</b>	Work with the health sector to find new opportunities for sport to contribute to the health and wellness of Canada		Increasing the number of healthy Canadians through ongoing participation in sport and physical activity	As required				
<b>e. Kaizen &amp; Advancing Sport-Specific LTD Knowledge</b>	Continue to research and review to improve the Framework and its implementation.	Using innovative and new approaches will advance quality sport delivery	Becoming world leaders...!					



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# 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 LTD Framework documents. Carolyn filled the role of Director of Coach Education for Rowing Canada for fifteen years. As a member of the Sport for Life Leadership Team, she works extensively with National and Multi-Sport Organizations as they move toward integration of LTD into their culture and programs. Carolyn is involved with a number of organizations on their Competition Review and Restructuring work including Canadian Freestyle Ski Association, Equine Canada and Canada Snowboard.

## **Richard Way**

Richard is the Senior Leader for the Sport for Life Project and is an architect of the LTD Framework; he has served as an LTD advisor for 30 sports in 4 countries and has facilitated the use of LTD in over 50 countries. Richard is also the Principal of Citius Performance Corp., serves on the faculty of the Institute for Global Studies at the University of Delaware, and is the President of the International Sport for Life Society. Additionally, he was the Director of Sport for Vancouver's successful 2010 Bid Corporation, is a former commission member of the International Luge Federation, and former executive of the Canadian Luge Association. Richard represented Canada in nine luge World Championships and was an All-Canadian West soccer star for the University of Calgary. Richard recently co-authored a book on LTD with Istvan Balyi and Colin Higgs.

