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canadien Canadian
Heritage

Sport Canada



Sport Canada

Strategic Plan 2004 - 2008

Canada

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Introduction

The *Sport Canada Strategic Plan* sets out corporate directions for the period 2004 - 2008. In doing so, it drives Sport Canada's progress toward two objectives: achieving the goals of the *Canadian Sport Policy* and establishing Canada as a *Leading Sport Nation*.

Accordingly, the *Strategic Plan* describes the mission and vision of Sport Canada. It also identifies what will be achieved, how it will be accomplished and how success will be measured.

Context

The Government of Canada's investment in sport is grounded in strong logic: Sport, as a tool for social development, has the ability to engage citizens and communities, surmount social barriers and contribute to building a healthier, more cohesive society. Sport builds pride in our nation through the performance of our athletes. Additionally, sport enriches Canada's cultural life by promoting Canadian values, including diversity.

Millions of Canadians participate in sport for fun and competition within a dynamic and complex environment that requires effective stakeholder collaboration. The federal government is a strong partner in this collaboration, working closely with sport organizations and provincial/territorial governments to develop and deliver quality sport programs for Canadians, from the community level to the international stage.

The Department of Canadian Heritage as the federal department responsible for sport, works to advance sport within the context of Government of Canada priorities. Sport Canada, through the grant and contribution programs it administers, works collaboratively with other Canadian Heritage programs and branches, as well as other federal departments, to ensure sound policy and program development to advance the objectives of the *Canadian Sport Policy*.

Mission

The Department of Canadian Heritage supports actions *towards building a more cohesive and creative Canada*. Sport is a widespread cultural phenomenon that unites Canadians through grass-roots initiatives and the achievement of excellence. Within this context, the mission of Sport Canada is:

To enhance opportunities for Canadians to participate and excel in sport.

In realizing this mission, Sport Canada's focus will be on providing leadership, expertise and targeted support, as an inclusive, responsive and valued partner within the sport community.

Vision: A Leading Sport Nation

Through the *Canadian Sport Policy*, the federal, provincial and territorial (F-P/T) governments have identified a common vision for sport in Canada:

A dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests and, for increasing numbers, to perform consistently and successfully at the highest competitive levels.

Moreover, Canadian Heritage is striving to establish Canada as a leading sport nation, where all Canadians and their communities enjoy, value and celebrate the benefits of active participation and excellence in sport.

Sport Canada will give special attention to the following key considerations or principles that will help establish Canada as a leading sport nation:

- Canada's programs and policies are inclusive
- Canada's sport system is ethically-based and athlete/participant-centred
- Canada's competitive athletes are prepared according to the principles of long-term athlete development
- Canada has strong collaboration and strategic partnerships among F-P/T governments and sport organizations
- Canada's public and private sectors support adequate resourcing of the Canadian sport system
- Canada's sport leaders are identified, developed and retained
- The broader cultural and socio-economic potential of sport is realized
- Leading-edge sport knowledge is generated and disseminated

To guide its efforts towards becoming a leading sport nation, Sport Canada collaborates with P/T governments and the sport community to develop targets and indicators for athlete and sport system performance.

What will be achieved

Sport Canada will work to:

- Increase the number of Canadians participating in sport **»»» Participation**
- Improve Canada's international sport results **»»» Excellence**
- Strengthen Canada's ethically based athlete / participant-centred sport development system **»»» Capacity**
- Build a more coordinated and connected Canadian sport system **»»» Interaction**

Outcomes

- Increased sport participation among children and youth, and other identified groups, in a manner consistent with the targets agreed upon by the federal, provincial and territorial ministers responsible for sport.
- Improved performances by Canadian athletes at Olympic and Paralympic Games and senior world championships, consistent with the athlete performance and sport system targets agreed upon by the federal, provincial and territorial ministers responsible for sport.
- Enhanced sport development and increased social, cultural and economic benefits through the support of hosting sport events throughout Canada.
- More comprehensive ethically-based, sport-specific athlete/participant programming underpinned by the principles of long-term athlete development.
- Expanded and strengthened program and policy collaboration amongst F-P/T governments and the sport community.
- Increased evidence-base for policies and programs.

How it will be accomplished

Sport Canada will undertake the following strategies in pursuit of its stated objectives and outcomes:

Strategies

#1 STRENGTHEN SPORT LEADERSHIP

- Sport Canada will advance the development of an expanded and qualified body of Canadian coaches and leaders.

#2 PROVIDE STRATEGIC SUPPORT FOR HIGH PERFORMANCE PROGRAMMING

- Sport Canada will provide strategic support to enhance high performance programming, targeting athletes and coaches, national sport organizations, multi-sport/service organizations and Canadian Sport Centres.

#3 PROMOTE TECHNICALLY SOUND SPORT DEVELOPMENT

- Sport Canada will strengthen support for the development and implementation of sport-specific long-term athlete development models.

#4 ENHANCE OPPORTUNITIES FOR SPORT PARTICIPATION

- Sport Canada will work to eliminate barriers and to enhance access to sport by children and youth, and identified under-represented groups.

#5 MAXIMIZE THE BENEFITS OF HOSTING

- Sport Canada will implement the *Strategic Framework for Hosting International Sport Events in Canada* in collaboration with P/T governments and the sport community.

#6 PROMOTE LINGUISTIC DUALITY IN THE CANADIAN SPORT SYSTEM

- Sport Canada will continue to support policies and initiatives that promote and strengthen the use of both English and French in the Canadian sport system.

#7 STRENGTHEN THE ETHICAL FOUNDATION OF SPORT

- Sport Canada will continue to support policies and initiatives that encourage ethical conduct at all levels and within all contexts of sport.

#8 EXPAND THE BODY OF KNOWLEDGE ABOUT SPORT

- Sport Canada will facilitate the generation and dissemination of an increased body of sport research in support of evidence-based sport policy.

#9 STRENGTHEN SPORT CANADA PROGRAM AND POLICY EVALUATION

- Sport Canada will improve the implementation of performance measurement strategies to better inform sport policy and program decision-making.

#10 HARMONIZE THE CANADIAN SPORT SYSTEM

- Sport Canada will collaborate with key partners in the sport community to achieve greater harmonization of sport policy, programming, funding and accountability.

Measuring Our Progress

Sport Canada measures progress toward the achievement of its objectives so that ongoing improvements can be made to its policies, programs and initiatives.

Progress is monitored regularly and objectively through ongoing performance measurement strategies and program evaluation activities. The umbrella Results-based Management Accountability Framework (RMAF), for instance, is intended to monitor levels of sport participation and performance, coaching capacity, as well as other key indicators related to Sport Canada programs. Sport Canada also assesses, on a regular basis, the short and long-term socio-economic benefits of sport.

Accordingly, effective research is critical to Sport Canada's achievement of its objectives. Sport Canada is increasing its efforts both within and outside the sport community, and with the P/T governments to develop appropriate data collection and analysis tools.

Systematic reporting on progress is achieved through a variety of mechanisms, including the Departmental Performance Report. This permits the Government of Canada, stakeholder organizations, elected officials and the public to track and evaluate Sport Canada's success in realizing its corporate objectives related to the goals of the *Canadian Sport Policy* and its status as a leading sport nation.