From the Insert tab, select Picture, locate your new image and click Insert.

Right-click on the new image and select Wrap Text > Behind Text.

Position the new image in centre of page.

Adjust the size of the new image:
- Select the image.
- From the Picture Tools tab, select Format.
- Click the Crop icon. Dark black marks framing the image will appear.
- Drag the black crop marks to adjust the image’s frame until it matches the width and height of the old image.
- With the new image selected, click on the down arrow in the Crop menu.
- Select Fill.
- Select the image and position it within the frame.
- Hit the Escape key to deselect the image.

Right-click on the new image and select Send to Back > Send to Back.

Select the old image (which is now on top) and delete it.

*If there is a text box with a source on the image, delete it if your image does not require a source.
TABLE OF CONTENTS

Canadian High Performance Sport Strategy

Ultimate Outcome .................................................................................................................. 1
Preamble .................................................................................................................................. 2
Where the Canadian High Performance Sport Strategy Fits – A Graphical Representation .......... 3
Definition ................................................................................................................................... 4
Context ...................................................................................................................................... 6
Current State ........................................................................................................................... 7
Future State ............................................................................................................................... 7
Strategic Areas of Focus .......................................................................................................... 8
  Athletes ................................................................................................................................. 8
  Coaches ................................................................................................................................. 9
  Technical Leaders .................................................................................................................. 10
  Technical Officials ................................................................................................................ 11
  Sport Science, Sport Medicine and Innovation ...................................................................... 12
Podium Pathway ..................................................................................................................... 13
Daily Training Environment ..................................................................................................... 14
Competition Environment ......................................................................................................... 15
High Performance Planning ..................................................................................................... 16
Sport Integrity ........................................................................................................................... 17
Good Governance .................................................................................................................... 18

Appendixes

Appendix A: Canadian Sport Policy Goal and Objectives ......................................................... 19
Appendix B: Roles and Responsibilities ................................................................................... 20
Appendix C: Own the Podium and Sport for Life Podium Pathway and Long-Term Athlete Development ................................................................. 21
Appendix D: Aboriginal Long-Term Participant Development ................................................. 22
Appendix E: Defining the SPLISS Pillars .................................................................................. 23
References ................................................................................................................................. 25
CANADIAN HIGH PERFORMANCE SPORT STRATEGY

ULTIMATE OUTCOME

Canada has a world leading high performance sport system that is values-based while producing sustainable and improved performances at Olympic, Paralympic and other major multi-sport games and identified Senior World Championships.

Figure 1: Stephen Hosier – COC
PREAMBLE

The Canadian Sport Policy (CSP)\(^1\) has set a vision to create “a dynamic and innovative culture that promotes and celebrates participation and excellence in sport”. Values-based and principle-driven sport is to be paramount in Canada’s pursuit of excellence.

Within the CSP, the High Performance goal states that “Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means”.

In order to achieve this goal and as an outcome of the Targeted Excellence Review\(^2\) report, the purpose of the Canadian High Performance Sport Strategy is to articulate a desired state for the designated strategic areas of focus and their respective outcomes. This strategy was developed by the national high performance sport community and is designed to guide the national high performance stakeholders’ policies and priorities in support of the 13 high performance objectives of the CSP (Appendix A).

These strategic areas of focus are built around three visionary pillars: People, System and Culture.

- **People** – Athletes, coaches and system experts are holistically supported and have the tools to systematically improve to achieve world class results in a values-based high performance sport system.

- **System** – The high performance sport system is principled, nimble, and innovates to enhance high performance opportunities and outcomes.

- **Culture** – A culture of high performance exists where integrity, trust and inclusivity foster collaboration across the system in both official languages as appropriate to reduce linguistic barriers.

An annex outlining the Canadian high performance stakeholder roles and responsibilities (Appendix B) is appended to clearly articulate the specifics functions and activities of the key organizations in the Canadian high performance sport system.

An action plan, including indicators, will support this strategy by identifying specific activities over the life of the strategy.

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\(^1\) Canadian Sport Policy 2012.

\(^2\) Review of Sport Canada’s Targeted Excellence Approach – Backgrounder.
WHERE THE CANADIAN HIGH PERFORMANCE SPORT STRATEGY FITS – A GRAPHICAL REPRESENTATION

INTRODUCTION TO SPORT: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.

RECREATIONAL SPORT: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.

COMPETITIVE SPORT: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.

HIGH PERFORMANCE SPORT: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

SPORT FOR DEVELOPMENT: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.
DEFINITIONS

**Athlete Development Matrix (ADM):** within the Long Term Athlete Development (LTAD) Framework, the ADM describes the skills and attributes of athletes progressing through the stages of the LTAD Framework. The generic Sport for Life Athlete Development Matrix (ADM) guides the National Sport Organizations (NSOs) to create a focused, sport-specific matrix of skills and attributes that optimize athlete development. This establishes the background knowledge to inform NSO program design, coaching programs and materials, and effective competition reviews. In the excellence stages of LTAD, the ADM skills and attributes underpin the Gold Medal Profile.

**Canadian Olympic and Paralympic Sport Institute Network (COPSIN):** the COPSIN provides a world leading multi-sport daily training environment for high performance athletes, coaches and practitioners through expert leadership, programs, and sport science and sport medicine services.

**Enhanced Excellence:** refers to a focused strategy to achieve podium success at the Olympic and Paralympic Games and Senior World Championships.

**Gold Medal Profile (GMP):** the collection of skills and attributes that underpin the performance of an athlete capable of stepping onto the Olympic, Paralympic or Senior World Championship podium. The GMP is based on validated metrics with clear benchmarks for each of the skills and attributes, scaled according to the stage the athlete is at along the Podium Pathway. The GMP is the excellence reference point for all the stage-based profiles in the LTAD Framework.

**High Performance:** defined in this document as a sport system that supports athletes that have stepped onto the Podium Pathway (or equivalent). It includes the resources and support personnel in place to support them that culminates in performance at the Olympic / Paralympic Games and/or single sport Senior World Championships.

**Holistically:** defined as engaging and developing the whole person (see Wellness).

**Individual Performance Plan (IPP):** developed from an individual athlete’s gap analysis and is used to ensure optimal performance planning, relevant sport science and sports medicine services, and monitoring processes to mitigate the identified gaps. The IPP will align with the sport’s validated Podium Results Track (PRT) and GMP indicators.

**Integrated Support Team (IST):** is a multi-disciplinary team of sport science, sport medicine and sport performance professionals that support coaches and athletes in their Daily Training Environment/Competition Environment (DTE/CE).

**Long Term Athlete Development (LTAD):** is a multistage training, competition, and recovery framework guiding an individual’s pathway in sport and physical activity from infancy through all phases of adulthood. It progresses from awareness and first involvement, leads to an active start, and continues through to the pursuit of excellence and/or being active for life. In this strategy, LTAD is inclusive of the Aboriginal Long-Term Participant Development (ALTPD). the Aboriginal Long-Term Participant Development Pathway is a reference for those who work with Indigenous participants in sport and recreation. It has grown out of the understanding that mainstream models for sport development do not necessarily align with Indigenous needs or experiences.

**Multisport Service Organizations (MSO):** lead or coordinate the delivery of specific services to the Canadian sport community.
**National Sport Organizations (NSO):** are the national governing bodies for their respective sports in Canada (often referred to National Sport Federations (NSF) at the international level).

**Podium Pathway:** describes the sport-defined excellence stages of Long Term Athlete Development and specifically applies to athletes on a trajectory toward podium results at the highest level of their sport. Podium Pathway encompasses both the Podium Results Track (PRT) and the Gold Medal Profile (GMP).

**Podium Potential Athletes:** athletes with evidence of medal potential for the upcoming and/or subsequent Olympic or Paralympic Games as demonstrated by meeting established performance benchmarks and Gold Medal Profile (GMP) indicators that have been validated by OTP and the NSO.

**Podium Results Track (PRT):** derived from competition results, is the progression of performance benchmarks required to move through the Podium Pathway and successfully reach the Olympic, Paralympic or Senior World Championship podium.

**Sport Integrity:** is in reference to upholding the values of high performance sport to counter threats such as doping, match manipulation, poor governance, violence, abuse and harassment (all forms – sexual, racial, gender, etc.), and provides support and encouragement to Canadian leaders that are internationally influencing the promotion of positive values, anti-doping and ethics in sport at the international level.

**Values-Based Sport:** is an approach to sport that is intentionally based on, and driven by, a shared set of values and principles identified in the Canadian Sport Policy. Sport policies, programs and practices will explicitly identify, promote, reinforce and require that these shared set of values are always present in the sport experience in the right balance and proportion respecting the stage of the athlete’s development in the sport’s LTAD stages.

**Yearly Training Program (YTP):** A systemic approach of periodized training phases with an objective of producing optimal performances at specified competitions. The individual athlete gap analysis informs the YTP and focuses on timing, peaking and workload distribution of daily training requirements and competition strategies.

**Wellness:** The quality or state of being healthy in body and mind, as a result of deliberate effort as defined by the five dimensions of emotional, social, spiritual, intellectual, and physical well-being.

**Winning Style of Play (WSP):** is similar to GMP except this concept is applied to Team Sports and other sports such as Tennis, Badminton, or combat sports.

**World Leading:** A system, organization or person that is a world leader is perceived as the most successful or advanced in one particular field or area of activity.
CON Text

The Canadian High Performance Sport Strategy is focused, but not limited to, the following individuals and organizations/groups:

Athletes
- Athletes on the Podium Pathway or equivalent as identified by the NSO (Appendix C) normally aligning with LTAD at the Training to Compete and Training to Win stages

System Experts working directly with athletes on the Podium Pathway or equivalent
- Coaches
- Technical Leaders
- Sport Science and Sport Medicine practitioners
- Technical Officials

Organizations/Groups
- National Sport Organizations (NSOs) that are eligible and receiving Sport Support Program Core or Enhanced Excellence funding from Sport Canada for National Team / High Performance programming
- Multisport Service Organizations that support and/or work with athletes on the Podium Pathway or equivalent
- Canadian Olympic and Paralympic Sport Institute Network (COPSIN)
- Canada’s Post-Secondary Educational System
- Government of Canada – Sport Canada
- Provincial and Territorial Governments involved in high performance sport in Canada
- Municipal Governments involved in high performance sport in Canada
CURRENT STATE

The CSP has provided a framework for governments and sport organizations to develop policies and programs that address the five stated goals where applicable, and to align and achieve their own specific objectives. This alignment has led to a number of new and revised programs within high performance sport (i.e., Targeted Enhanced Excellence Approach, Coaching Enhancement Program, Game Plan) that are referred to in this strategy.

In addition, Sport Canada has utilized the Sports Policy factors Leading to International Sporting Success (SPLISS) study to evaluate the Canadian sport system by analyzing and evaluating specific components referred to as "pillars". This information was utilized in the development of key Government of Canada policies and programs within high performance sport (Appendix E).

While sport policies and programs continue to evolve, an overall strategy in the development and delivery of these tools in the realm of high performance sport has been lacking. This document is intended to provide a more intentional, cohesive and inclusive approach for all the stakeholders in high performance sport in Canada.

FUTURE STATE

Within this strategy document the high performance sport community have outlined a series of strategic areas of focus in high performance sport. Each of these strategic areas of focus has a "Desired State". This desired state describes the long term vision that will guide the actions of the stakeholders. The "Outcomes" are meant to identify and drive alignment of the high performance sport system towards the desired state.

This document does not prioritize the “Desired States” or “Outcomes.” Specific time frames are identified through the action plan.

---

3 SPLISS Study.
STRATEGIC AREAS OF FOCUS

ATHLETES (A)

CSP LINK: 1, 2, 3, 6, 8, 9, 11

DESIRED STATE

Canada is holistically supporting our athletes throughout their high performance sport career while increasing and sustaining our pool of podium potential athletes.

OUTCOMES

Recruited:

A1: The number of athletes that have entered the Podium Pathway has increased
A2: Gender, ethnic and cultural diversity of athletes is representative of the Canadian population
A3: Athletes are prepared for their high performance pathway through mandatory onboarding education and personal development plans

Developed:

A4: Athletes meet established performance benchmarks at each stage of the Podium Pathway
A5: Athletes have a comprehensive and accessible total athlete wellness program

Retained:

A6: Athletes remain in their sport discipline as planned in their high performance pathway
A7: Athletes are prepared and supported in their transition out of the high performance pathway
A8: Athletes transition into leadership roles in the Canadian sport system

Figure 3: Mark Blinch – COC

Figure 4: David Jackson – COC
Canada’s sport system has recruited, developed and retained competent world-leading coaches for all NSOs.

**Recruited:**

C1: Coaches enter into the NCCP Competition Development: Advanced Gradation and Competition: High Performance Certification system

C2: Gender, ethnic and cultural diversity of recruited coaches is representative of the Canadian population

**Developed:**

C3: Coaches complete their certification in the Competition Development: Advanced Gradation and Competition: High Performance Certification of the NCCP

C4: Coaches undertake professional development to enhance their skills and maintain their certification

C5: Coaches are being assessed as world-leading

**Retained:**

C6: Coaches are holistically supported throughout their career

C7: Coaches remain in their roles for optimum periods in order to achieve stability, continuity and success in their sport
**TECHNICAL LEADERS* (TL)**

*High Performance Directors/Leads, High Performance Advisors, Podium Pathway Leads or other positions as defined by the NSO.

**CSP LINK:** 1, 2, 3, 4, 6, 8, 9, 10

**DESIRED STATE**

Canada’s high performance sport system has recruited, developed, and retained world-leading technical leaders for all NSOs.

**OUTCOMES**

**Recruited:**

**TL1:** Technical leaders have entered the high performance sport system

**TL2:** Gender, ethnic and cultural diversity of recruited technical leaders is representative of the Canadian population

**TL3:** NSOs with a Paralympic sport discipline have a recruited full-time Paralympic technical lead

**Developed:**

**TL4:** Technical leaders undertake professional development to enhance their skills

**TL5:** Technical leaders have access to a planned career pathway

**TL6:** Technical leaders have access to opportunities to participate on International Federation technical committees

**Retained:**

**TL7:** Technical leaders remain in their roles for optimum periods in order to achieve stability, continuity and success in their sport

**TL8:** Technical leaders are holistically supported throughout their high performance sport career

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Figure 7: OSA – INS Quebec
TECHNICAL OFFICIALS* (TO)

* Technical Officials (including Paralympic classifiers)

CSP LINK: 1, 2, 3, 4, 5, 6, 9, 10

DESIRED STATE

Canada’s high performance sport system has recruited, developed and retained world-leading technical officials.

OUTCOMES

Recruited:

TO1: Technical officials enter the high performance sport system who have the knowledge, skills and judgement to support fair and safe competition

TO2: Gender, ethnic and cultural diversity of recruited technical officials is representative of the Canadian population

TO3: NSOs with a Paralympic sport discipline have Paralympic specific classifiers and technical officials to support their domestic competition system

Developed:

TO4: Technical officials undertake professional development to enhance their skills

TO5: Technical officials have access to opportunities to participate on International Federation technical committees

Retained:

TO6: Technical officials remain in their roles for optimum periods in order to achieve stability, continuity and success in their sport

Figure 8: Jean-Baptiste Benavent – CPC
SPORT SCIENCE, SPORT MEDICINE AND INNOVATION (SSSMI)

CSP LINK: 1, 2, 3, 4, 6, 10, 11

DESIRED STATE

Canada has a sustainable pool of world-leading sport scientists delivering consistent sport science, sport medicine and technology to all athletes identified on the Podium Pathway and their coaches.

Sport organizations have the ability and capacity to make evidence based decisions that drive innovation.

OUTCOMES

Recruited:

SSSMI1: An optimal number of accredited SSSM practitioners are supporting the Daily Training Environment (DTE) and the Competition Environment (CE)

SSSMI2: Gender, ethnic and cultural diversity of recruited SSSM accredited practitioners is more representative of the Canadian population

Developed:

SSSMI3: The career pathway is developing and providing sufficient numbers of quality practitioners in every SSSM discipline

Retained:

SSSMI4: SSSM practitioners remain in their roles for optimum periods in order to achieve stability, continuity and success in their sport

SSSMI5: Delivery of SSSM services are based on a comprehensive coach driven high performance plan that includes an integrated support team plan and individual athlete performance gap analysis

SSSMI6: Athletes and coaches receive a consistent level of services across and outside the COPSIN, including in the DTE and the CE at major international games

SSSMI7: A collaborative National Sport Research and Innovation (NSRI) strategy supports the achievement of podium performances

SSSMI8: Athletes, coaches, administrators and SSSM practitioners have access to applied research and innovation solutions to drive podium success

Figure 9: OSA – INS Quebec

Figure 9: OSA – INS Quebec
PODIUM PATHWAY (PP)

CSP LINK: 2, 3, 4, 8, 9, 11

DESIRED STATE

NSOs track the development of athletes through their Podium Pathway, inclusive of Podium Results Track or Winning Style of Play and Gold Medal Profile, which is fully aligned to their Athlete Development Matrix.

OUTCOMES

PP1: NSOs have a Podium Pathway, inclusive of Podium Results Track or Winning Style of Play, and a Gold Medal Profile or equivalent

PP2: NSOs link their Athlete Development Matrix to their Gold Medal Profile or equivalent

PP3: NSOs track their athletes on the Podium Pathway using evidence based data analytics

Figure 10: Scott Grant – CPC
DAILY TRAINING ENVIRONMENT (DTE)

CSP LINK: 1, 2, 3, 4, 6, 11

DESIR ED STATE

Athletes and coaches are supported at optimal training times through specific programming, resources and services within appropriate high performance training facilities.

OUTCOMES

DTE1: Athletes, coaches, technical leaders and SSSM practitioners have access, at the required time, to the appropriate high performance training facility.

DTE2: Athletes have a quality, welcoming, healthy, inclusive and safe DTE that encourages fair play and drug free sport.

DTE3: There is alignment of the DTE through the high performance system (Club/PSO/NSO).

Figure 11: OSA – INS Quebec
COMPETITION ENVIRONMENT (CE)

CSP LINK: 1, 2, 3, 4, 5, 6, 7, 9, 11

DESIRED STATE

Athletes have consistent access to appropriate competition that is aligned with their individual performance plan to enhance their progression through the Podium Pathway.

OUTCOMES

CE1: NSOs competition plan is coherent and aligned with their annual high performance plan while supporting athlete progression through the Podium Pathway

CE2: Athletes and coaches have access to appropriate and consistent IST support during competition

CE3: Athletes and coaches have a quality, welcoming, healthy, inclusive and safe CE that encourages fair play and drug free sport

Figure 12: Jason Ransom – COC
HIGH PERFORMANCE PLANNING (HPP)

CSP LINK: 3, 4, 6, 7, 8, 9, 11, 13

DESIRED STATE

National Sport Organizations (NSOs) have a clearly defined and comprehensive quadrennial high performance plan that leads to sustained international performances.

There is policy harmonization and collaboration in the Canadian high performance sport system.

OUTCOMES

HPP1: NSO high performance plans are monitored and adjusted regularly based on identified performance gaps related to their Senior World Championship/Olympic Games/Paralympic Games plan

HPP2: NSOs high performance plans are linked and/or embedded within their overall strategic plan, competition plan and Podium Pathway

HPP3: The Canadian high performance sport system has identified areas that require harmonization

---

4 Once identified, these areas will become their own specific Outcome.
SPORT INTEGRITY (SI)

CSP LINK: 1, 2, 3, 5, 6, 8, 11, 12

DESIRED STATE

The Canadian sport system has the tools, resources and expertise to ensure that Canadian high performance sport is values-based.

The Canadian high performance sport system has zero tolerance for abuse, harassment, discrimination and doping in sport.

OUTCOMES

SI1: Canadian high performance sport participants have the tools, resources and support to ensure values-based high performance sport

SI2: Canadian high performance sport is free of abuse, harassment and discrimination

SI3: Canadian high performance sport is fair, safe and inclusive

SI4: Canadian high performance sport participants have access to necessary resources and processes to manage their complaints about abuse, harassment, discrimination, unfair or unsafe sport experiences

SI5: All Canadian high performance results are doping free

SI6: Internationally, Canadian high performance sport leaders engage in the advocacy of sport integrity

SI7: MSOs, NSOs and their respective P/TSOs have adopted the Responsible Coaching Movement

Figure 14: Scott Grant – CPC
GOOD GOVERNANCE (GG)

All stakeholders in the Canadian high performance sport system adhere to transparent governance and best business practices as a means to develop and protect the integrity of the high performance sport system.

Athletes feel comfortable speaking out on governance and sport related issues and approaching their sport or other high performance organizations with concerns.

GG1: The Canadian sport system has developed and adopted a Canadian Code for Good Governance

GG2: High performance technical leaders have clear lines of authority and decision making based on detailed roles and responsibilities within their sport’s governance structure

GG3: National high performance organizations have an influential athlete voice at their decision making tables

GG4: A Canadian Declaration of Athlete Rights and Responsibilities is endorsed by athletes, F/P-T jurisdictions, NSOs and MSOs

Figure 15: David Jackson – COC
### APPENDIX A: CANADIAN SPORT POLICY GOAL AND OBJECTIVES

<table>
<thead>
<tr>
<th>CSP Policy Goal – High Performance Sport (2012)</th>
<th>Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>All participants in Canadian competitive sport adhere to a code of ethics and code of conduct.</td>
</tr>
<tr>
<td>2</td>
<td>Canadians are leaders internationally in the promotion of positive values, anti-doping and ethics in sport.</td>
</tr>
<tr>
<td>3</td>
<td>Leading-edge scientific practices and knowledge are integrated into athlete and coach development.</td>
</tr>
<tr>
<td>4</td>
<td>Technical leaders plan and deliver world-class high performance programs.</td>
</tr>
<tr>
<td>5</td>
<td>Sport competitions are officiated by competent officials who have the knowledge, skills and judgment to support fair and safe competition.*</td>
</tr>
<tr>
<td>6</td>
<td>Linkages and partnerships between and among sport organizations, municipalities / local governments, and educational institutions align and leverage athlete, coach and officials’ development and maximize facility utilization.*</td>
</tr>
<tr>
<td>7</td>
<td>All hosting partners adhere to a coordinated national strategy for hosting major national and international sport events to maximize their contribution to sport and community-building objectives.</td>
</tr>
<tr>
<td>8</td>
<td>Strategies for the systematic identification and development of potential high performance athletes are established and implemented.</td>
</tr>
<tr>
<td>9</td>
<td>Performance targets for major international events guide expectations and assist in the evaluation of performance and the effectiveness of the sport system.</td>
</tr>
<tr>
<td>10</td>
<td>Key stakeholders have the organizational capacity, i.e., governance, human and financial resources, to achieve system objectives.*</td>
</tr>
<tr>
<td>11</td>
<td>Roles and responsibilities in the high performance sport system are clearly defined in the context of organizational capacity to achieve system objectives.*</td>
</tr>
<tr>
<td>12</td>
<td>New approaches to building a sustainable and diversified public and private resource base are explored and implemented for the ongoing development of sport.*</td>
</tr>
<tr>
<td>13</td>
<td>More Canadian sport leaders serve in high level positions in international sport federations and international multisport organizations.</td>
</tr>
</tbody>
</table>

*An Asterisk indicates that the objective appears under more than one policy goal.*
APPENDIX B: ROLES AND RESPONSIBILITIES

MAJOR HIGH PERFORMANCE SPORT STAKEHOLDERS: ROLES AND RESPONSIBILITIES IN THE CANADIAN HIGH PERFORMANCE SPORT STRATEGY

**Government of Canada (Sport Canada)**
To enhance opportunities for Canadians to excel in the high performance sport system, through policy leadership and strategic financial investments at the federal level.

**Provincial and Territorial Governments**
To enhance opportunities for Canadians to excel in the high performance sport system, through policy leadership and strategic financial investments at the provincial/territorial level.

**Canadian Olympic Committee (COC)**
To provide leadership for podium success and, in conjunction with the NSOs, lead the planning and preparation of the Canadian team for the Olympic, and Pan American Games and promote the principles and values of Olympism.

**Canadian Paralympic Committee (CPC)**
To provide leadership for podium success and, in conjunction with the NSOs, lead the planning and preparation of the Canadian team for the Paralympic and Parapan American Games. To lead the development of a sustainable Paralympic sport system in Canada that will enable athletes to reach the podium at the Paralympic Games.

**Own the Podium (OTP)**
To provide the technical leadership for Canadian sports to achieve sustainable and improved podium performances at the Olympic and Paralympic Games through a values based approach. Own the Podium makes funding recommendations through prioritized investment strategies using an evidence informed, expert driven, targeted and collaborative approach.

**Coaching Association of Canada (CAC)**
To enhance the athletes’ performance through quality coaching. To provide direction by uniting stakeholders and partners to raise the skill level of HP coaches through current teaching methodologies and scientific educational experiences and opportunities, ultimately expanding the reach and influence of the coach.

**Centre for Ethics in Sport (CCES)**
To elevate the conscience of sport in Canada by activating a values-based and principle-driven sport system, advocating for sport that is fair, safe and open and protecting the integrity of sport. The CCES, in collaboration with key stakeholders, works to achieve doping-free sport and to protect the right of athletes to compete in a fair and ethical sport environment. They ensure adherence to the World Anti-Doping Policy.

**Canadian Olympic and Paralympic Sport Institute Network (COPSIN)**
To provide a world leading multi-sport daily training environment for high performance athletes, coaches and practitioners through expert leadership, programs, and sport science and sport medicine services.

**National Sport Organizations (NSOs)**
To provide support (includes funding) and leadership of the sport-specific high performance program through the facilitation of access to world class daily training environments including but not limited to, coaching, facilities, equipment, sport science and research services, and international level competitive opportunities. NSOs interact with and provide development level programming guidance to Provincial/Territorial Sport Organizations (P/TSOs) in their role within the high performance sport system, Podium Pathway and LTAD initiatives.
APPENDIX C: OWN THE PODIUM AND SPORT FOR LIFE PODIUM PATHWAY AND LONG-TERM ATHLETE DEVELOPMENT

LONG-TERM ATHLETE DEVELOPMENT FRAMEWORK

PODIUM PATHWAY

TRAIN TO WIN
PODIUM RESULTS-FRACK
WINNING STYLE OF PLAY

TRAIN TO COMPETE
GOLD MEDAL PROFILE
PERFORMANCE SKILLS & ATTRIBUTES

TRAIN TO TRAIN
STAGE-SPECIFIC SKILLS & ATTRIBUTES

LEARN TO TRAIN
ATHLETE MATRIX

FUNDAMENTALS
FIRST INVOLVEMENT

ACTIVE START
AWARENESS

ALL CANADIANS

ACTIVE FOR LIFE

FIT FOR LIFE

COMPETITIVE FOR LIFE

LOCAL SPORT ORGANIZATIONS

NATIONAL SPORT ORGANIZATIONS

PROVINCIAL SPORT ORGANIZATIONS

LOCAL SPORT ORGANIZATIONS

INFANTS

SENIORS
APPENDIX D: ABORIGINAL LONG-TERM PARTICIPANT DEVELOPMENT

FROM PLAYGROUND TO PODIUM:
SUPPORTED BY FAMILY, FRIENDS, INSTRUCTORS, VOLUNTEERS, AND COACHES

Acknowledgement – Elder Alex Nelson and his Teachings
## APPENDIX E: DEFINING THE SPLISS PILLARS

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Description of the Pillars</th>
<th>Key Strategic Areas of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Financial Support</strong> is concerned with measuring the funding made by nations in sport generally and elite sport specifically. Financial resources provide the basis for the extent to which the remaining eight ‘process’ pillars can be implemented.</td>
<td>• High Performance Planning</td>
</tr>
<tr>
<td>2</td>
<td><strong>Policy Development</strong> is concerned with the organization and structure of sport within nations. At a strategic level it is thought that for nations to have a realistic chance of elite sporting success, an appropriate lead needs to be given by governments.</td>
<td>• High Performance Planning • Sport Integrity • Good Governance</td>
</tr>
<tr>
<td>3</td>
<td><strong>Sport Participation and competitive standards</strong> are linked by the desire to create a deep pool of athletic talent from which a core of elite competitors can develop. Although the relationship between sport for all and elite sport is often inconsistent, most top athletes have their roots in sport for all. The perspective is that a broad sport participation base is not always a condition for success, but it may influence success via the continuous supply of young talent and high quality of training.</td>
<td>• Athletes • High Performance Planning • Podium Pathways • Sport Integrity • Good Governance</td>
</tr>
<tr>
<td>4</td>
<td><strong>Talent identification</strong> is concerned with two aspects of elite sport development: first talent identification, and second talent development.</td>
<td>• Athletes • Podium Pathways</td>
</tr>
<tr>
<td>5</td>
<td><strong>Athletic and post career support</strong> examines individual lifestyle support available to athletes and the coaching provided to them. Athletic retirement has become a typical area of study and several nations have set up programs to support the transition out of sport.</td>
<td>• Athletes • Coaches • DTE &amp; CE • High Performance Planning • Podium Pathways</td>
</tr>
<tr>
<td>6</td>
<td><strong>Training Facilities</strong> is concerned with elite sport facilities and infrastructure. These factors were identified as being important. In addition to sport specific training facilities, elite sport institutes also have administrative headquarters and close links with education and sports medicine/science facilities.</td>
<td>• SSSMi • DTE • Sport Integrity • Good Governance</td>
</tr>
<tr>
<td>7</td>
<td><strong>Coaching Provision and Coach Development</strong> focuses on the different areas of career development for coaches and the existence, or otherwise, of high level opportunities for coaches to develop all aspects of their elite coaching career. Secondly the pillar addresses the employment status of coaches and the provisions made for coaches.</td>
<td>• Technical Leaders • Coaches • Sport Integrity • Good Governance</td>
</tr>
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<td>8</td>
<td><strong>National and International Competitions</strong> is concerned with the organization of competitions at the national and international level as both have been identified as important factors in athlete development. By organizing competitions at home a nation can enhance opportunities for its athletes as they strive to perform consistently at the elite level.</td>
<td>• Technical Officials • CE • High Performance Planning • Sport Integrity • Good Governance</td>
</tr>
<tr>
<td>9</td>
<td><strong>Scientific Research and Sport Medicine Support</strong> is concerned with the scientific input to elite sport, and seeks to examine the extent to which nations take a coordinated approach to the organization and dissemination of research and scientific information.</td>
<td>• SSSMi • Sport Integrity • Good Governance</td>
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From a general perspective, the Sports Policy factors Leading to International Sporting Success (SPLISS) study evaluates sport systems by analyzing and evaluating specific components referred to as “pillars”. Sport Canada has used the nine SPLISS pillars to develop its own evaluation framework in order to fully understand the complexity of our Canadian sport system. With the intention of adapting the analysis, Sport Canada decided to analyze and assess the information through a Canadian perspective, all while remaining objective throughout the process. The ability to compare Canada to selected top performing countries was key in identifying not only strengths, but also weakness. While each nation possesses a somewhat unique sport system, the same positive attributes can be found among the top ranked nations. This information was utilized in the development of key policy and programs within High Performance at Sport Canada. The following graph identifies the pillar components and tries to provide a snapshot of Canadian areas of strength and areas to improve which are addressed in this Strategy.

Selected Countries: Brazil, China, France, Germany, Japan, Russia, United Kingdom and United States.
REFERENCES

Canadian Sport Policy 2012.

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Coaching Enhancement Program.

Government of Canada, Policy on Sport for Persons with a Disability.


COPSIN National Strategy and Investment Framework.


Canadian Centre for Ethics in Sports, Canadian Anti-Doping Program.

Aboriginal Sport Circle, Aboriginal Long-Term Participant Development Pathway.