



## A. Overview

This status report has been prepared by the Canada Games Council's (CGC's) Strategic Planning Steering Committee to reflect our history, our achievements over the past eight years and the current issues challenging the Canada Games Movement. The content of this report and the attached complementary Environmental Scan will serve to inform our stakeholders in preparation for consultations planned for January to March 2008.

## B. Our History (1967-2000)

After many years of discussion between Federal (F) and Provincial/Territorial (P/T) governments, the Canada Games became a reality in Canada's Centennial year, hosted in 1967 by Quebec City. A total of 1800 athletes from 10 provinces and two territories gathered to compete in 15 sports. Since its inception, the Games have been held every two years, alternating between winter and summer Games. The CGC received secretariat support from Sport Canada between 1967 and 1991 and operated more as an advisory body to governments than as a sport organization with a Board of Directors.

In September 1991, the CGC became incorporated as an independent not-for-profit organization, opening a national office in Ottawa and hiring its first full time staff. A year after incorporation, the CGC embarked on a strategic planning process and in 1994, following extensive consultation with stakeholders, a plan was adopted. The plan was a guide for the management of the CGC's activities and predicated on the limited human and financial resources available at the time.

It was at this time in the mid-nineties that the thirteen Federal and Provincial/Territorial governments, confident in the CGC's ability to protect the public interest, wished to firmly establish their relationship with the CGC and collective on-going support for the Games. The creation of a key governing document called the **1997 Clear Lake Agreement** described the CGC's governance, outlined strategic priorities as set out by the Ministers, provided intergovernmental expectations of the Games and identified areas of decision-making for the CGC. It provided the policy framework through which areas of responsibility for the CGC and governments would be clearly delineated. The signing of this agreement reflected a unified government approach clearly supporting the event and solidifying the future of the Canada Games as a key component of Canada's sport development system.

A goal of the CGC's first strategic plan was to ensure that strategic management was integrated into the culture of the CGC. To this end, the CGC undertakes a major strategic



review every 7-8 years. This status report outlines the CGC's achievements and challenges for the period of 2001-2008. (A full version of the 2001 - 2008 strategic framework is included in Annex A.)

### **C. Key Developments (2001-2008)**

The new millennium opened with a high level of optimism for sport development in Canada, following a lengthy period when sport endured adverse public reaction because of the drug scandals and funding cuts of the late eighties and nineties. Key developments that influenced the CGC's strategic direction 2001-2008 include:

#### ***Health of Canadians***

National concerns and debates about the health of Canadians, and the adoption of health promotion strategies by many provincial and federal governmental departments focused the attention on sport as a potential solution to Canada's health concerns.

#### ***Canadian Sport Policy***

The signing of the *Canadian Sport Policy* (CSP) by fourteen Federal and Provincial/Territorial governments in 2002, and the complementary *Priorities for Collaborative Action*, resulted in improved efforts by governments to work collaboratively both nationally and provincially on sport system integration.

The Canada Games impacts all four pillars of the CSP - excellence, participation, capacity and interaction - but the explicit positioning of the Games is related to the excellence pillar with a stated goal ***'to confirm the role of the Canada Games as a prime means of increasing the quality and numbers of the next generation national team athletes participating in international competition'***.

#### ***New Sport Act***

A new federal Sport Act was enacted in 2002 with the Canada Games being one of only two national organizations receiving specific mention in the Act. This is a testament to the federal governments' view of the value of the Games and the important role they play in Canada's sports system.

#### ***VANOC 2010***

The awarding of the 2010 Olympic Winter Games to Vancouver created positive attention towards sport in Canada. Canada wants to be seen by the world to deliver the



best Games possible, but also to deliver best ever Olympic results. The Own the Podium (OTP) and Road to Excellence (RTE) programs, a collaborative action in high performance sport, were created to ensure Canada's success in 2010, and beyond. While many organizations have taken advantage of the attention given to sport during this time, the focus on the 2010 Games, OTP and RTE programs resulted in increased competition for resources; public, corporate and media attention. The increased emphasis on Olympic podium performance has detracted from the ability to increase financial support to the developmental level.

### ***Long Term Athlete Development (LTAD)***

The unanimous endorsement and Ministerial support for the implementation of the Long Term Athlete Development Model (LTAD) and the stated goal for the Canada Games in the Canadian Sport Policy became key drivers of CGC's strategic direction on sport development during this period. In 2005, the Federal-Provincial/Territorial Sport Committee (FPTSC) approved an evaluation *framework* that set out a plan for monitoring implementation of the CSP through to 2012, and included the following question and indicator related to the Canada Games:

*Question:* "To what extent has the Canada Games contribution to high performance athlete development increased?"

*Indicator:* "PTSOs are sending their best athletes. Age classifications are aligned with the Long Term Athlete Development Model."

### ***Hosting Rotation***

With 2009 marking the end of the second hosting rotation cycle since 1967, the CGC was asked by the governments to recommend a third provincial/territorial hosting cycle beginning in 2011. The rotation was to consider not only the sport development impacts of the Games, but also the financial, marketing and hosting standards implications. In 2003, the governments accepted a short-term proposal to award only two Games – Nova Scotia (2011) and Quebec (2013) – allowing time for the CGC to complete a more thorough review to produce the next rotation.

In April 2005, the CGC completed its review and submitted two key recommendations to Ministers in a comprehensive report entitled the "*Hosting Rotation Report for the Third Cycle*" (see Annex B for more detail):

- The Canada Games be awarded every 18 months (alternating winter and summer) based upon a rotation of Provinces/Territories that engages more Canadian communities in the Canada Games Movement; and,



- A refined and modernized financial framework be implemented starting in 2011 with a review occurring every four Games.

The report was supplemented by three working group reports containing more detail and considerations to be discussed with the governments. Following the work of an F-P/T Working Group and consultation with the CGC throughout 2006, a new rotation was approved at the Minister's meeting in Whitehorse in 2007. A proposed new financial framework was rejected (see Annex B). On-going dialogue on the recommendations contained in the Hosting Rotation Report continues through two FPT/CGC working groups. One will address Governance issues, the other Sport Development positioning of the Games.

#### **D. Significant Achievements (2001-2008)**

The CGC's Strategic Framework for 2001-2008 focused on four key strategic directions with specific goals in each. The following represents some of the highlights and achievements for each strategic direction that have allowed the CGC to build value in the Canada Games property.

##### ***Strategic Direction #1: Strengthening Sport Development in Canada***

*To increase the impact of the Canada Games Movement on sport development in Canada.*

Beginning in 2002, the CGC worked with NSOs to research and analyse age alignments for the Games to meet the stated goal of the Canadian Sport Policy. These alignments took effect in 2005 and 2007. The implementation of the LTAD model will see further refinements in the future. See Annex C for a summary of the sport positioning for the Games.

The CGC's sport selection process for the 2005 through 2013 Games ensured consultation and evaluation with stakeholders, transparency in selection and an independent appeals mechanism. Special 'O' events were implemented for the first time at the 2001 Games and exist in both the winter and summer programs. The CAC Women in Coaching program was launched in 2005 and the coaching component to our sport selection process was aligned to match the new competency based program being implemented by the Coaching Association of Canada.

The '*Hosting Rotation Report for the Third Cycle*' prepared by the CGC contained numerous recommendations to enhance the positioning of the Canada Games in the Canadian sport system. While the CGC has implemented age alignments and removed eligibility restrictions, many other recommendations included in the report, e.g.,



application of a wildcard system and increased frequency of the Games, remain subjects for future debate and dialogue with our government partners and other stakeholders.

**Tracking Canada Games Alumni**

Indicator	2006	2007
% carded athletes who are CG alumni		43%; 53% of above won a medal at the CG
% CG athletes: on major international teams, winning medals at major events	58% on 2006 Olympic Team  58% medallists at 2006 Olympic Games were CG alumni; 35% of medallists at 2006 Commonwealth Games were CG alumni	55% at world aquatics; 41% on senior national teams (38% winter, 47% summer) 38% on 2007 PAGs team  34% at 2007 PAGs

**Sport Entries and Inclusion Data at Games**

Indicator	2001	2003	2005	2007
# sports	16	20	16	20
% maximum athletes at Games	79%	77%	80%	80%
% women coaches	31%	39%	37%	37.5%
#athletes with a disability	73	81	84	84

***Strategic Direction #2: Providing Leadership to Communities***

*To use the Canada Games to raise awareness of the value and benefits of sport and the role of the Canada Games Movement in developing individuals, communities and the sporting culture of our nation.*

**Four Successful Canada Games**

Each of the four most recent Canada Games was led by passionate volunteers and staff who were committed to making a difference in their community. Every Games offered its own very unique experience and resulted in lasting legacies – e.g., sports infrastructure; sport programming; more vibrant, engaged and experienced citizens who are confident and willing to take on many new challenges.

The Games impact goes far beyond sport development of the athletes competing in the event or the coaches and officials supporting them. They satisfy the diverse needs of CGC’s many stakeholders. In addition to the thousands of athletes vying for a place on



their provincial or territorial teams the Games impact thousands of volunteers, staff, government VIPs, broadcasters, print media, sponsors, family, friends, relatives and spectators.

While all the Games enjoyed great successes, all Host Societies shared the frustration of an outdated public funding framework.

**London**, Ontario, 2001 Summer Games, was the largest community to host the Games during this period and the only host to experience a competitive bid process. Three satellite communities Grand Bend, Woodstock and St. Thomas were involved in the delivery of the event.

New Brunswick's North Shore (**Bathurst and Campbellton**), 2003 Winter Games, was the designated site to reap the many benefits of the Games experience.

**Regina**, Saskatchewan, 2005 Summer Games, represents the only time a province has hosted the Games three times. The Games were a key component of Saskatchewan's 100<sup>th</sup> Anniversary Celebrations.

**Whitehorse**, Yukon, 2007 Winter Games, celebrated the 40<sup>th</sup> anniversary of the Canada Games and the first time "north of sixty". The vision of the President to involve Pan-Northern partners (NWT and Nunavut) was a hallmark of the success of these Games.

### **Future Games**

**2009 Summer Games in PEI** will be a province-wide Games experience with both Charlottetown and Summerside sharing the majority of the hosting duties, each taking responsibility for one week.

**2011 Winter Games in Halifax**, Nova Scotia was awarded the Games following a very competitive process involving three communities – Halifax, Hub Central Nova Region (Truro) and the Highland Region (Antigonish). A fourth candidate, Wolfville, was eliminated through the provincial bid process.

**2013 Summer Games** will be held in **Quebec**. Based on an initial information session held with twelve interested communities, it will be a highly contested process, a testament to the power and attraction of the Games to communities.

### **Transfer of Knowledge (TOK)**



CGC continued to deliver an informal transfer of knowledge and information process during this period using best efforts with available resources. The development of an enhanced, more comprehensive and integrated TOK program known as the “Integrated Planning Process (IPP)”, has been a significant focus of the CGC in recent years. The IPP includes ten phases in the life-cycle of a Games that will assist in the CGC’s work with bidding communities and host societies to identify *what* information needs to be delivered *when*, by *whom* and *how*.

The first two phases of the IPP were implemented by the CGC and its F-P/T partners for the 2011 Nova Scotia bid process. This included revising the Bid Procedures and Hosting Standards document to better articulate the required standards for the Games and creating a new financial model and tools. The CGC also produced an assessment tool to ensure an open and transparent assessment process. The key learnings from the 2011 bid process are being integrated into 2013 bid materials.

Given the CGC’s limited internal capacity and the need to work concurrently with bidding communities and host societies for four consecutive Canada Games, each at a different point in their lifecycle, the CGC proposes to engage Games experts and past host society staff and volunteers to assist with the development and delivery of the next phases of the IPP. Resources have not yet been identified to support this proposal.

While the initial phases of the IPP will go a long way to improve the quality of transfer of knowledge services delivered to bidding communities and host societies, extensive further enhancements are required in the next phases to move from the current *reactive* nature of the program to a *proactive* one. The long term nature of the development, implementation and evolution of the IPP must be communicated to and understood by our stakeholders. A business case for the additional resources required to deliver the IPP is currently being prepared for governments by the CGC.

**Games Information**

Indicator	2001	2003	2005	2007
# athletes	3350	2510	3336	2614
# officials, coaches managers	650	646	733	694
Economic impact to the region		\$57.6 M	\$77.1 M	\$94.8 M

***Strategic Direction #3: Nation Building***

*To establish the Canada Games as an icon which connects Canadians through sporting excellence and cultural understanding.*

Historically, each of the Canada Games has been a stand-alone event which celebrated a high level sporting competition for 16 days every two years in a province or region, with little connection from one Games to the next. Awarding the Games meant host societies



worked in isolation from one another in the planning, delivery and evaluation of their Games, while focusing on local and regional markets only. During the 2001-2008 planning period, the CGC, in conjunction with host societies, responded by embarking on a plan to raise awareness levels among target audiences and to build brand equity in the Canada Games property. Our marketing and communications objectives focus on an increase in awareness of the Canada Games and to move the Games from an event with provincial and regional attention to one with a strong national presence.

Concerted efforts are being made to strengthen the Canada Games brand;

- Brand standards, including a **new logo** launched by the CGC at the 2003 Games, were developed to achieve consistency from Games to Games and within the Canada Games Movement.
- The identity of recent host societies have been required to have a look and a feel that is consistent with the CGC and with each other.
- Use of the Canada Games brand is being controlled and must comply with strict graphic standards.

The between Games theme of '*Inspiring Dreams and Building Champions*' was launched to create a 365 day a year connection to our audiences. CGC continues to develop and deliver programs, tools and activities to market our brand (e.g. Canada Games FAST Track Grant Program, Canada Games Day Resource Kit, Canada Games Hall of Honour and Awards Program, Canada Games Athlete Ambassadors).

The CGC has developed marketing and communications standards for adoption by host societies. The CGC also identified areas such as marketing, master brand look, sponsorship and broadcasting where centralized efforts and coordination are necessary to minimize the learning curve of host society staff, to provide continuity from Games to Games and to strengthen the value of the Canada Games property over time.

Marketing and communications tools and support resources were created for host societies to help them *tell the Games story* (e.g. promotional video, sponsorship proposals) to our stakeholders, partners and other audiences.

The CGC engaged the services of an expert to develop a **broadcast strategy**. The importance of committing resources to deliver Games broadcast hours and to provide national recognition to sponsors has been clearly identified in the hosting standards to ensure that television exposure will be an ongoing and core component of all future Games. An unprecedented 155 hours of coverage was secured by the 2007 Host Society and serves as a standard the CGC and future host societies will strive to maintain.



The re-engagement of **alumni** in the Canada Games Movement was initiated. Contact has been made with previous Games participants; host society volunteers, staff and municipal leaders to renew their connection with the Games. A quarterly e-newsletter is helping our alumni to maintain that connection.

While we have taken great strides to build equity in the brand over the last five years, there remains work to do with our host societies and F-P/T partners to create greater value in the Canada Games property for the future benefit of all.

**Marketing and Communications**

Indicator	2003	2005	2007
Broadcast hours	100	18 planned; 13 due to strike	155 + hours
Broadcast ratings			3 M over 4 networks
Print media at Games		39	31
PT websites with Games links		7	11
PT partners with CGC website links		4	9
E-mail subscriptions			3000
Database numbers			20,000

**Dream and Champions data (connection between Games)**

Indicator	2005	2006	2007
Athlete Grants	75	60	49
Athlete Grant Applications	965	1135	1200
CGD # participants (estimate)		64875	42800
CGD # schools participating		1000 +	1300+
Nat. School Challenge			28,000

***Strategic Direction #4: Innovative Management***

*To govern and manage the Canada Games Council in a manner that demonstrates its strategic leadership in the sport and voluntary sectors.*

The past eight years has been a period of growth and transition for the CGC. Turnover in volunteer and staff leadership allowed the organization to step back and review the way it worked in the past while exploring ways to enhance its business in the future. Extensive review of our governance and management systems, structures and practices was undertaken and resulted in the creation of a **Governance Manual** for the CGC. Aligned with the governance review was a thorough review of the 1997 Clear Lake Agreement. The review identified areas which require clarification and the importance of



strengthening our government relations, now the subject of discussion with the current F-P/T working group on governance. At the request of its government partners CGC is preparing a business case to support an increased level of support to fulfill its mandated functions.

Building on governments' support for the Games is critical to ensuring the long-term sustainability of the Canada Games Movement. In addition to the increased resources that have flowed to CGC from the federal government over the last number of years, the CGC was also able to secure non-government funding through a three year Trillium grant to support Dreams and Champions initiatives and contributions from a travel supplier for three Games (contributions were shared 50-50 with host societies). Long-term sponsorship packages were developed based on market research and analysis and experts were engaged to assist in marketing these packages. A partnership framework was developed between the CGC and host societies to jointly market sponsorships and generate revenue.

The CGC maintained close relations with thirty-seven (37) NSOs and numerous multi-sport organizations. The CGC continues to work with the collective of sport through the Sport Matters Group (SMG) to influence the contribution that sport and the Canada Games makes to communities, society, the economy and good public policy.

#### **Funding**

<b>Indicator</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Long-term multi-year sponsors			1 MKI	1 MKI
\$ to hosts			100,000	100,000
\$ to Dreams and Champions	\$132,947	\$256,870	\$181,000	\$202,136
Core funding to CGC	\$573,139	\$810,000	\$576,430	\$679,203

#### **E. Challenges**

The Canada Games Movement has been in a period of transition for the past eight years, moving from old ways of doing business to a more systemized approach with new processes and structures to provide for a more sustainable future. The full benefits and impact of these continuing efforts will be increasingly apparent with each successive Games.



It is essential that the CGC address the following challenges if we are to truly build value in the Canada Games Property and become “A Sporting Icon” underpinned by a Movement which “Connects Partners”, “Strengthens Sport”, “Develops Communities” and “Builds our Nation”:

### *Relevance to the Canadian Sport System*

It goes without saying that if the Canada Games are to achieve the Canadian Sport Policy role to be a “prime means of increasing the quality and numbers of the next generation national team athletes participating in international competition”, the Games must be clearly aligned with and relevant to the Canadian sport system. The CGC believes that the recommendations set out in the Hosting Rotation Report, including recommendations related to age alignments, wildcards, and frequency, are key to achieving this alignment and that we must continue our discussions and consultation on these recommendations with members of the sport community. The greater the relevance of the Games the greater the NSO and other stakeholder engagement will be.

While the CGC moves forward with implementation of government policy directions to improve the Canadian sports system, there is a constant balancing act we face for the Canada Games between the needs of the system and the needs of individual P/T jurisdictions.

*The challenges are:*

1. to meet the needs of NSOs, and P/TSOs and their respective LTAD models so that the Canada Games continue to be positioned as important and valued step for high performance athletes from all Provinces and Territories on their pathway to excellence and international competition;
2. to demonstrate to P/T partners that changes which are being proposed to better position the Games for achievement of the Canadian Sport Policy objectives and to respond to the LTAD principles, need not compromise the *substantial participation* of P/T athletes in the Games or other objectives of the Games (e.g. nation building, infrastructure development, community engagement, volunteerism, etc); and
3. to work collectively and consultatively to find optimum, long term solutions in response to concerns about the impact of proposed changes on P/T jurisdictions;

### *Transfer of Knowledge*



The need for an enhanced Canada Games Transfer of Knowledge Program is well recognized. Stakeholder expectations continue to grow without a corresponding increase in human and financial resources required to meet those expectations.

*The challenges are:*

1. to define transfer of knowledge and information to achieve a common understanding amongst stakeholders (e.g. Host Societies, Governments) of what the CGC is delivering within its TOK program; and
2. to outline for government partners the resources and capacity that are needed to deliver on their expectations and the time it will take to move from a reactive to proactive TOK program. Without significant and immediate increased capacity, it will be a challenge to stay ahead of the needs of the 2011 Host Society.

### ***Brand Equity and Awareness***

Because of the historical disconnect from Games to Games, the lack of consistency in strategic partnerships and a national marketing strategy, the Canada Games property has not experienced the public, corporate and media attention or built the brand equity that it deserves. The Dreams and Champions tagline and initiatives were created as a strategy to achieve a 365 day a year connection to the Canada Games. A national brand with equity will benefit all future Host Societies and their respective P/T governments through increased profile, national awareness and respect. A stronger Canada Games brand and increased promotion will result in increased broadcast ratings during Games time. A strong brand combined with the promise of increased broadcast hours are critical to a successful national marketing campaign in the private sector to complement the public funding we now receive from our government partners.

*The challenges are:*

1. to clearly define CGC terminology such as “brand equity” and “value creation” to achieve a common understanding of what is meant by these terms in the context of the Canada Games, with a particular focus on the ongoing orientation of government partners at both the political and officials level and how they can help;
2. to build a Canada Games brand that has sustainable, national, long term equity that is transferred to future host communities;



3. to clearly demonstrate to our government partners that to strengthen the Canada Games Movement for the benefit of the Games, there are inextricable linkages between :
  - the creation of value in the Canada Games brand;
  - the development and delivery of an enhanced transfer of knowledge and information program; and
  - the ability of the CGC, working collaboratively with Host Societies, to develop long term, strategic and rewarding partnerships with private sector organizations.
  
4. to share with our government partners the importance that Host Societies have placed on corporate sponsorship, marketing and broadcasting as areas where they need additional support from the CGC; to clearly demonstrate that the value of corporate sponsorship will not increase without building brand awareness and equity; that it is the CGC's role to build the brand equity and awareness; and that resources being directed to this area by CGC are essential to the future success of communities hosting the Games.

#### ***Maximizing Government Relationships and Engagement***

The tremendous support of government partners is crucial to the success of the Games. Without it, the Games and the enormous amount of Games-related activity generated at the P/T level would not exist. Unfortunately, interest in the Games only peaks when a Province or Territory is hosting.

Despite the evident FPT support of the Games, the CGC has not yet fully capitalized on the governments' involvement, nor has it found ways for the collective F-PT mechanism to enhance the Games for the benefit of future generations of athletes and host communities. To date there has not been sufficient dialogue and communications to instil understanding and confidence in the strategies and the work undertaken by the CGC.

*The challenges are:*

1. to demonstrate how a collective and collaborative approach on initiatives 365 days a year will strengthen the Canada Games Movement for the benefit of hosting communities and all stakeholders in the Games (e.g. logo on uniforms, linking Dreams and Champions to PT programs and initiatives, alumni, etc);
  
2. to demonstrate that the CGC and its government partners share common objectives;



3. to implement collective value added initiatives to the sports system that do not compete against one another.

### *Financing for the Games*

Governments contribute immensely to the financing of the Games. The outdated financial framework of the past decade has been reviewed by the governments and positive solutions that will ensure on-going consistent and updated government support for future Games are on the table. There remain, however, issues with respect to the timing of the disbursement of funds to Host Societies and cumbersome reporting requirements that require review and simplification. Even with improved government financing, *there is a large funding gap that must be filled by every host community*, if they are to be successful in delivering the Games to the standards established by CGC and its government partners. There are expectations that the CGC assist in this area and bring longer term, sustainable, commercial partnerships to the Games. The contribution of resources to Host Societies from on-going national commercial relationships will allow them to focus on the delivery of the Games.

#### *The challenges are:*

1. to ensure on-going review and updating of the public funding framework with governments and tracking of all resources allocated to Games to comprehensively measure the true cost of organizing the Games;
2. to agree on simplified disbursement and reporting protocols while still meeting the need for due diligence;
3. to ensure close collaboration between the CGC and Host Societies regarding the generation of the required revenues to fill the gap between the public funding and that required to deliver the Games;
4. to convince Host Societies and government partners that CGCs efforts in the areas of revenue generation are not competing for resources but rather creating equity and awareness that will increase the resources flowing to the CGCs first priority – The Games; and
5. to sensitize governments and Host Societies to the time that is required to implement change to well established, historical processes and systems and to build new relationships.

### *Keeping Pace with Expectations*



With the success of each Games the expectations among partners are that the next Games will be even better. There is the perception that the CGC has continually raised standards and thereby caused unwarranted escalation in the cost to host the Games, when in fact the majority of increased costs have been driven by external influences such as:

- Government policy statements in reference to the Games – the next generation positioning affects the level of athlete at the Games, which in turn affects the standards required for Games delivery;
- Government legislation and policy expectations – e.g., privacy policy, inclusion, service to disadvantaged groups, accountability frameworks, sustainable environment , etc.
- Anti-doping requirements
- Public and broadcast expectations – real time results on website, ever changing technology systems, etc.
- Annual inflation, 911 impact on airfares, etc.
- Sport Community changes to rules, facility standards, etc.
- Communities wanting to leave better legacies and connection to broader good;

*The challenge is:*

1. for Council to manage expectations of all Games Family members within the accepted hosting standards and financial framework for the Games.

### ***Building Human Capacity***

To meet the many expectations of our stakeholders and to deliver upon our mandate as set out by governments in the 1997 Clear Lake Agreement, the CGC must explore new and creative ways to build its human capacity – both staff and volunteer.

*The challenges are:*

1. to retain and ensure effective succession of qualified staff and volunteers within a complicated governance model that may impact motivation, creativity and innovation.
2. to access the required information and resources to engage the Canada Games alumni.



### *1997 Clear Lake Agreement – Governance of Canada Games*

It was determined by governments that after 25 years of operation since 1967 as a Secretariat in the Federal Government, the Games had reached a point of maturity whereby they would be more efficiently and effectively managed by an independent organization. As a result, in 1991 the CGC was incorporated as a not for profit organization. The Governance model of the CGC was solidified in 1997 with the signing of the Clear Lake Agreement which defined areas of responsibilities for the CGC and Governments.

While governments entrusted ownership of the Games, protecting the public interest and responsibility for growth of the Games property to the CGC in 1997 and all parties signing Clear Lake '*confirmed the importance of the strengthened autonomy of the Council to conduct its affairs in a business-like manner*', the CGC has not been provided the authority or independence to carry out this responsibility. The CGC believes it has delivered upon its mandate as set out in Clear Lake, however, differing interpretations of roles and responsibilities, the nature of the F-P/T government decision-making mechanisms and the inability to have open and on-going dialogue prevent an efficient and effective business-like approach to the CGC's work.

The Canada Games Movement will not achieve its full potential, including objectives for the Canadian Sport System, until the on-going governance issues are addressed. The status quo is not acceptable. The CGC is optimistic that the outcomes from the Canada Games Governance Working Group will resolve this long standing challenge.

#### *The challenges are:*

1. to understand with clarity where government partners believe CGC has not upheld its Clear Lake responsibilities and why.
2. to instil trust and confidence by all levels of governments that the CGC is consistently acting in the public interest and is delivering on its Clear Lake mandate and assigned Canadian Sport Policy objectives;
3. to provide a seamless process for making strategic decisions related to the Canada Games, one that respects CGC's independence in decision-making in relevant areas, in particular, those where the Canadian *sports* system integration should take precedent over individual jurisdiction desires;



4. to convince governments that an independent appeals mechanism in areas where perspectives of the CGC's and governments may conflict is the appropriate way to ensure that the interests of the CGC's various stakeholders are appropriately balanced;
5. to establish a common understanding and definition of Canada Games Movement;
6. to work with all levels of governments to create a *new* mechanism for timely, regular and candid CGC-F-P/T communications and dialogue that encourages a collaborative, proactive approach to issue resolution. Improved communications (formal and informal) and working relationships with all levels (political, officials) of government is essential.

## **F. Conclusion**

The Canada Games are a unique, powerful and very successful creation of Canada's governments. It has yet to achieve its full potential.

Created to achieve sport development and a number of other public policy objectives (e.g. nation building, community building, volunteer engagement, infrastructure development, etc), the Games celebrated its 40 year history at the 2007 Canada Winter Games in Whitehorse, Yukon. While all stakeholders, and in particular our government partners, can be very proud of what the Games have accomplished for sport, our nation and development of youth in Canada, there is still room for improvement. Many positive activities have been implemented in sport in the recent years (Canadian Sport Policy, LTAD, etc.). The CGC can capitalize on these advancements to further enhance the Canada Games Movement for generations of youth to come. It is an opportune time for change, change that will strengthen the Canadian Sports System, while not compromising the broader policy objectives governments have set for the Canada Games, or the substantial participation of all jurisdictions.

The past eight years at the CGC has been a time of transition – from the volunteer leadership of the organization, to staff, to the way we do business internally and with our partners. Our efforts have focussed on implementing the broader sport policy objectives that have been set for the Games and to better assist Host Societies in the delivery of the Games. The impact of these initiatives will only truly be felt into the future. With change comes uncertainty, and with uncertainty comes challenges that must be overcome, including building new collaborative and supportive relationships with Canada Games Family members.



**Canada Games Council**  
**Status Report**  
Final to Stakeholders / January 2008

When the results of the CGC work over these past eight years are realized, relationships will be solidified and a strengthened Canada Games Movement and Canadian Sports System will prevail.

The future is bright.



**Annex A to  
2001-2008 Status Report**

**CANADA GAMES COUNCIL  
STRATEGIC FRAMEWORK**

Adopted August 2001 – Revised November 2003 – Revised December 2005

**A. Mission**

The Canada Games Council works in partnership with governments, the private sector and the sport community to enrich the lives of young athletes through the Canada Games Movement.

**B. Vision**

**The Games - A Sporting Icon**

- Every young athlete dreams of competing
- Every sport strives for inclusion
- Every community hopes to host
- Every province and territory participates
- The path to international excellence is through the Canada Games

**Our Movement**

- Connects Partners
- Strengthens Sport
- Develops Communities
- Builds our Nation

**C. Values**

We are ethical, inclusive and strive for excellence in all that we do. We work with integrity, honesty and respect and are accountable and responsive to our stakeholders.



## **D. Goals for Strategic Directions**

### ***Strengthening Sport Development in Canada***

*To increase the impact of the Canada Games Movement on sport development in Canada.*

- 1.1 collaborate with sport governing bodies to maximize the contribution of the Canada Games Movement to sport specific athlete development
- 1.2 increase the role of the Games within the overall Canadian sport system to increase the number and quality of next generation of national team athletes participating in international competition
- 1.3 inspire young Canadians to participate and excel in sport; educate and promote the path to achieve their potential
- 1.4 become an integral component of next generation national team athletes' pursuit of excellence, through every sport on the Games program
- 1.5 invest in the development of Canada Games coaches, officials and administrators; equitable participation by both genders
- 1.6 increase access for athletes to reflect Canadian diversity; include athletes with a disability, aboriginal and emerging sports.

### ***Providing Leadership to Communities***

*To use the Canada Games to raise awareness of the value and benefits of sport and the role of the Canada Games Movement in developing individuals, communities and the sporting culture of our nation.*

- 2.1 reach every community in Canada



- 2.2 enable host societies and host communities, through the transfer of knowledge, to have enriching and successful Games by providing memorable sporting and cultural experiences for participants
- 2.3 facilitate the creation of lasting legacies such as community pride, working partnerships, mobilization and training of volunteers and professionals, new and enhanced sport programs and facilities

### ***Nation Building***

*To establish the Canada Games as an icon which connects Canadians through sporting excellence and cultural understanding.*

- 3.1 ensure the participation of all provinces and territories
- 3.2 integrate cultural and artistic programs in the Games program
- 3.3 celebrate Canadian linguistic duality and the cultural mosaic of each Hosting Region
- 3.4 enhance the general awareness of the Canada Games Movement through media and corporate partnerships

### ***Innovative Management***

*To govern and manage the Canada Games Council in a manner that demonstrates its strategic leadership in the sport and voluntary sectors.*

- 4.1 build on the financial support of governments in developing a funding base that ensures the long term sustainability of the Canada Games Movement.
- 4.2 ensure human resource management practices facilitate the recruitment, development, recognition and succession of volunteers and employees
- 4.3 use emerging technologies to proactively communicate with our partners, stakeholders and participants (young athletes, parents, coaches, officials, administrators, media and the general public)
- 4.4 ensure that governance and management systems and structures of the Canada



Games Council are efficient, flexible, skill based and participant focused

- 4.5 increase the continuity of and strengthen partnerships with and between governments, private sector and the sport community



## **E. Operating Principles**

The Canada Games Council believes in the following operating principles and strives to incorporate them in all operating aspects of the Games Movement:

- Games participants are prospective next generation national team athletes participating in international competition who have not yet reached national team status
- Sports selection will balance maximizing provincial/territorial participation with ensuring the games are inclusive (goal 1.6)
- Standards for coaches, officials and facilities are equivalent or exceed those at the Canadian Senior/Open Championships.
- Athletes optimal care, comfort, safety and enjoyment are central to all decision making
- Volunteers are valued and recognized for their critical contribution
- Marketing and Communications plans and programs are jointly developed with Host Societies and P/T teams
- We are innovative, flexible and support informed risk taking

## **F. Key Success Measures for Strategic Directions**

### ***Strengthening Sport Development:***

- KSM 1.1 By 2007 key sport technical, sport selection and sport delivery linkages are in place to increase the percentage of Canada Games participants (athletes, coaches) on national teams and officials going to international events.
- KSM 1.2 Increase the number of competitors and participants attending the Games who have met performance standards established by each province and territory
- KSM 1.3 Dreams and Champions programs are delivered in every PT

### ***Leadership to Communities***



- KSM 2.1 A Games transfer of knowledge plan is approved by 2004, implementation according to plan
- KSM 2.2 100% of PT Governments and/or related agencies support the Canada Games Movement and specific initiatives.

### **Nation Building**

- KSM 3.1 The Canada Games are recognized as an important nation building event or experience for youth in Canada. By 2007 we will have PT strategies in place to promote the Movement.

### ***Innovative Management***

- KSM 4.1 By 2007, two founding sponsors of the Canada Games Movement. And working with three major national sponsors from 2007 to lever into the broader Movement for 2009.
- KSM 4.2 Increase money to Host Societies and Dreams and Champions.
- KSM 4.3 By 2007 launch a Canada Games Movement alumni program and/or national volunteer recruitment and retention program.
- KSM 4.4 Enhanced planning process & systems.



**Annex B to  
2001-2008 Canada Games Council  
Status Report**

**Third Hosting Rotation**

Type	Council Recommended Option A – every 18 months	Final F-P/T Proposed rotation	Type
Winter	2011 – NS	2011 – NS	Winter
Summer	2013 – Quebec	2013 – Quebec	Summer
Winter	2015 – BC	2015 – BC	Winter
Summer	2016 – Ontario	2017 – Manitoba	Summer
Winter	2018 – NFLD	2019 – Alberta	Winter
Summer	2019 – Manitoba	2021 – NFLD	Summer
Winter	2021 – Alberta	2023 – NWT	Winter
Summer	2022 – NB	2025 – Ontario	Summer
Winter	2024 – Quebec	2027 – Yukon	Winter
Summer	2025 – Saks	2029 – NB	Summer
Winter	2027 – Yukon	2031 – PEI	Winter
Summer	2028 – Ontario	2033 – Nunavut	Summer
Winter	2030 – NWT	2035 – Sask.	Winter
Summer	2031 – PEI		Summer
Winter	2033 - Nunavut		Winter

**Financial Framework**

<b>CGC Hosting Rotation Report Recommendation April 2005</b>	<b>2007 F-P/T Working Group Recommendation February 2007 *</b>
<p>A refined and modernized financial framework be implemented starting in 2011 with a review occurring every 4 Games:</p> <ul style="list-style-type: none"> <li>• Operating costs of \$18M for summer and</li> </ul>	<p>The following financial framework was presented to Ministers at their conference in Whitehorse in February 2007:</p> <ul style="list-style-type: none"> <li>• Operating costs of \$21M for summer and</li> </ul>



<p>\$20M for winter, including an allowance for national broadcasting</p> <ul style="list-style-type: none"><li>• Capital contributions of \$3.5M from each Federal, P/T, Municipal governments</li><li>• Continued Federal Government support of Council core operations and travel of teams; Continued PT support of team preparation;</li></ul>	<p>\$23M for winter, including an allowance for national broadcasting (split 35% Federal, 35% P/T and 30% Hosts)</p> <ul style="list-style-type: none"><li>• Capital contributions of \$3M from each Federal, P/T, Municipal governments</li><li>• Continued Federal Government support of Council core operations and travel of teams; Continued PT support of team preparation;</li></ul>
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\*Recommendation was rejected in February 2007 and is still subject of on-going discussions between Federal and P/T governments.

## Annex C to 2001-2008 Status Report

### Canada Games Sport Positioning

*The Canadian Sport Policy (CSP)*, adopted by Ministers in 2002, has given the Canada Games a clear direction of sport positioning:

*In pursuit of Goal II [Enhanced Excellence], the federal-provincial/territorial governments, in keeping with their level of responsibility, will... confirm the role of the Canada Games as a prime means of increasing the quality and numbers of the next generation of national team athletes participating in international competition.*

*In 2005, FPT Ministers for sport unanimously endorsed the collaborative implementation of the Long Term Athlete Development (LTAD) model – Canadian Sport for Life.* All NSOs have been tasked with outlining their particular sport's developmental stages by developmental phase - which is closely associated with, but not exclusively indicated by - chronological age, from a youthful "active start" to a highly developed, national team athlete, in the most advanced "Training to Win" phase.

The Canada Games Council equated "next generation of national team" with the "Training to Compete" phase of LTAD. This phase has been validated by a recent FPT



CG Sport Technical Working Group and has also received validation from various NSOs and LTAD experts. The Training to Compete phase is defined in the LTAD as the stage whereby athletes in the age ranges of roughly 16-23 (males), and 15-21 (females) will enhance “*sport, event, position-specific physical conditioning, technical and tactical preparation, and playing skills under competitive conditions*”. NSOs determine the age category for the Canada Games within the “training to compete” phase or another suitable phase indicated by the NSOs LTAD.

The challenge is the change. Some age categories have been entrenched in the Canada Games (and perhaps national championship) for generations of athletes and their coaches. Many individuals at the club or provincial/territorial level are unaware of or under informed with respect to LTAD principles and especially the Canadian Sport Policy. Even with additional information, there may be different opinions on the appropriate age, given the differing objectives of the CGC’s stakeholders and partners. It is the CCG role to continuously balance the needs of effective athlete development models with other public-interest objectives for the Games. The CGC has a proven track record in achieving this balance.