



IMPLEMENTATION PLANNING GUIDE



Provincial and Territorial Sport Organizations

DRAFT



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Introduction

This *Long-Term Athlete Development - Implementation Planning Guide* was created by the Federal-Provincial/Territorial LTAD Management Team to assist Provincial and Territorial Sport Organizations (P/TSO's) in working collaboratively with National Sport Organizations (NSO's) and other partners to change and improve the sport delivery system in Canada.

**The health and well-being of the nation and medals won at major Games
are simple by-products of an effective sport system.**

With the support of the Federal-Provincial/Territorial Sport Committee (F-P/TSC) and Sport Canada, this guide was created to address the need for consistent Long Term Athlete Development (LTAD) planning and implementation in all sports across all provinces and territories. The impact of the Canadian Sport for Life (CS4L) movement and LTAD will be maximized when sport organizations not only draw on expertise from within sport, but also when they engage and collaborate with other sectors that impact the promotion and delivery of sport, recreation, education and active-living to create a system that allows all Canadians to get an Active Start and be Active for Life.

Purpose of this Guide

This guide was written for P/TSO's that are looking to implement the actions and new directions outlined in their sport's National LTAD Model that was created by their NSO. The guiding steps, samples and best practices provided in this guide will be helpful to P/TSO staff and volunteers involved in leading the LTAD planning process, communicating the benefits or implementing the plans you create.

The suggested planning process in this guide is intended to support P/TSO's as they conduct their core business in step with LTAD principles. The process described can be used by P/TSOs to begin their LTAD implementation planning process and provides a general outline, including examples, samples of the processes and best practices that are being implemented throughout the country.

In developing a LTAD Implementation Plan for your P/TSO, you may closely follow the steps suggested in this guide or you may wish to adapt or adjust the order the steps appear to best suit the needs of your sport organization. Regardless of the steps you follow, the most important outcome should be a plan that is guided by your national sport LTAD model and one that your organization believes in and will embrace as the path to improve sport in your province or territory.

Guiding Steps for CS4L – LTAD Implementation

Section A: Lay the Foundation

In preparation for the important work to be done, there is a lot to think about before the actual planning begins. The following steps are set out as guide for your P/TSO to consider as you begin your LTAD implementation planning process. It is intended you will adapt or modify for your use.

Step 1: Understand and Know CS4L

Educate yourself, your Board and others within your sport as to what Canadian Sport for Life (CS4L) is all about, including Long Term Athlete Development (LTAD) and the principles that guide this “Made-in-Canada” sport development model.

Canadian Sport for Life publications and other documents are at www.canadiansportforlife.ca.

Also familiarize yourself with your sport’s National LTAD Model, as developed by your NSO:

- Seek out your NSO’s national LTAD Strategic Implementation Plan and Sport Competition Review (if available).
- Search out your NSOs involvement in LTAD – find out where they are at and how you and your P/TSO can be involved.
- Find out and communicate with your NSO – LTAD contact. Check out the NSO website for the latest on LTAD initiatives or developments.

Insight:

The CS4L- LTAD implementation process should compliment and be integrated into existing NSO LTAD Plans, NSO Competition Reviews and P/TSO planning documents, rather than a stand-alone plan. It should become part of a P/TSO’s core business!

Step 2: Develop a Support Network

Engage your P/TSO Board of Directors at the start of the process!

- Provide your Board with the latest LTAD information from your sport
- Seek Board approval to initiate the LTAD implementation planning process
- Gain approval to establish a “LTAD Implementation Planning Team”
- Identify who will be your sport’s LTAD Implementation Planning person

Step 3: Contact your Provincial/Territorial Government Department

Find out what your provincial government branch/department or funding agency is doing about CS4L and how they can contribute to implementation planning.

- Enquire about possible funding support AND planning facilitation supports (i.e. LTAD Experts) or other resources that may be available.

Step 4: Find a Planning Facilitator

Engage services of CS4L-LTAD Expert or planning facilitator. If you have connections to your NSO and their national LTAD lead person, enquire about the NSO contributing to your provincial or territorial implementation process.

Step 5: Develop a LTAD Implementation Planning Team

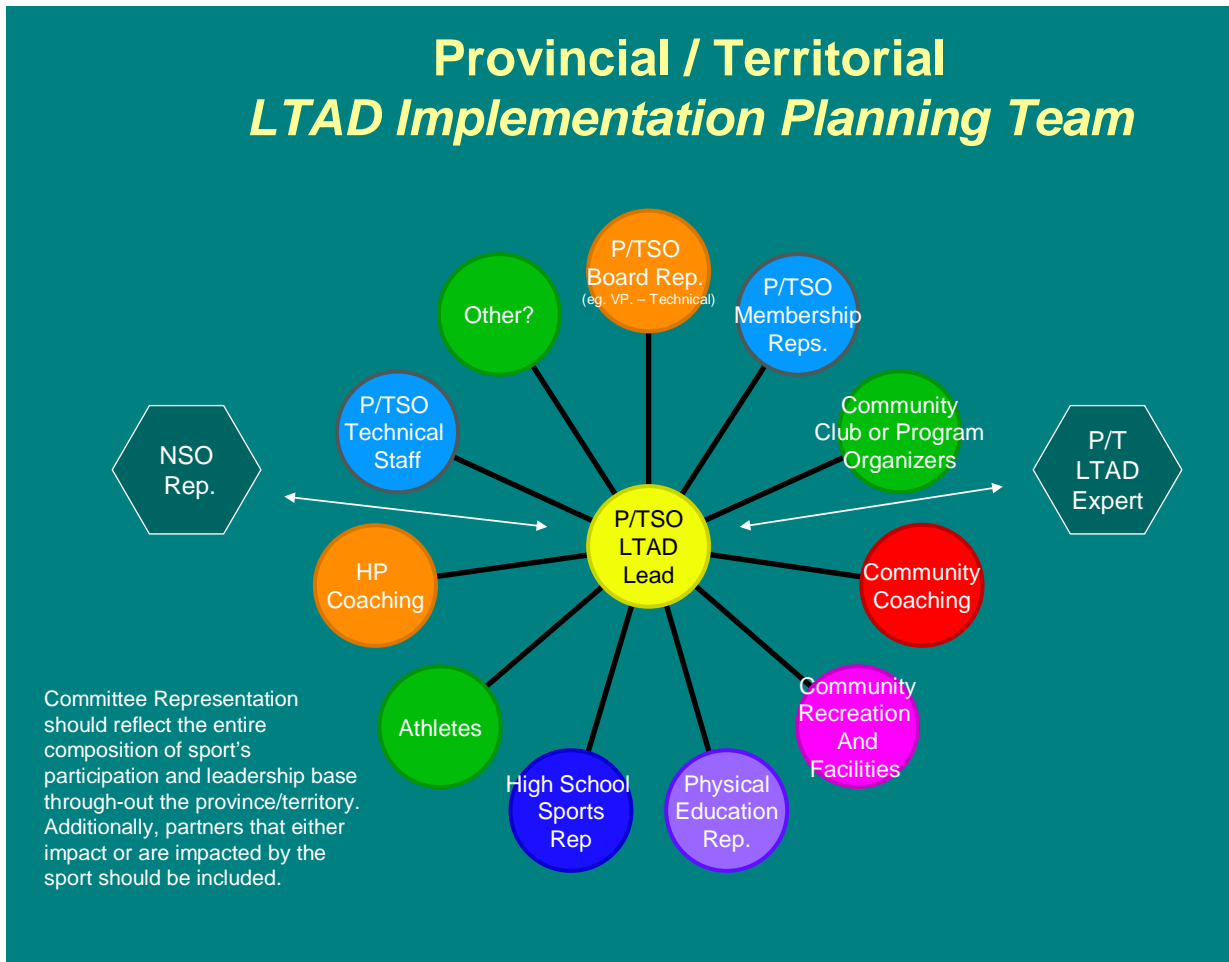
Establish your Provincial / Territorial Sport LTAD Planning Team. This may be the most important step in implementing your LTAD. Your Planning Team will become your ‘champions’ for taking things in a new direction and making the plan happen.

- Strive to ensure your team is representative of your entire sport, including key partners that impact or contribute to your sport
- Include individuals that can make a difference
- Include your NSO on the team, if and whenever possible

Insight:

The success or failure of your LTAD Plan may very well depend on the composition of your Planning Team. In forming your Team, seek out people who are committed, positive, leaders, visionary, and influential and have expertise in LTAD. Your Team will give credibility and validity to your plan!

The following schematic is a sample Provincial Sport LTAD Implementation Planning Team that might represent the type of network you establish and include in your LTAD planning process.



For an additional example,

see Appendix A) New Speed Skating Association's - 'Planning Team' Terms of Reference

Step 6: Let People Know this is Happening

Undertake an initial communiqué to your membership and key partners to advise that the LTAD Implementation Planning is about to begin.

Information to pass along may include:

- Your Board of Directors has approved and supports planning for this new direction
- A representative “LTAD Planning Team” has or will be established to guide the process
- Distribute copies of your sport’s national LTAD plan, or a link to website where further information can be found
- Give advance notice that your LTAD Planning Team want to engage the membership in the process i.e. future meetings, etc.

Plan to undertake several additional communiqués, to keep your Board of Directors, membership and partners updated as the implementations planning process unfolds.

Keys to Success – Planning to Make a Difference

- 1) Start with your national sport LTAD plan and resources provided by your NSO. The good work already completed will “kick-start” your provincial/territorial planning efforts.
- 2) Don’t plan in isolation. Include representation and perspective of EVERYONE who contributes to or participates in your sport.
- 3) Involve CS4L expertise – ask for suggestions and feedback to ensure compliance with LTAD principles.
- 4) Engage and/or communicate with your NSO as you begin the process. Access their expertise, as they have a vested interest in successful implementation of the LTAD model in your province or territory.
- 5) A “Can Do” attitude! Engage the type of people that are pragmatic and problem-solvers. You need people that can make things happen and will fight for your cause.

Section B: Get Ready to Plan

Once you've laid the foundation and are ready to engage your LTAD Planning Team it's important to create a healthy environment where people are committed to a shared purpose and ready to manage change and transition in your sport.

Step 1: Prepare the Team

It will be important for your LTAD Implementation Planning Team to establish a high level of trust and identify a shared outcome of this project. Effort should be made at the outset to bring your team leader, build a positive climate and identify what you want to achieve.

- Determine your vision and what you want to achieve?
- Decide on the planning 'style' that you will use to develop your LTAD implementation plan. The process should, ideally, be participatory and consultative, involving stakeholders and partners.
- Develop a critical path, including when and how often the planning team will meet and how work will get done between meetings? What are timelines to complete the project? Build LTAD progress meetings into your critical path.
 - Be realistic – people are busy and planning is time consuming
- Agree on the final format of the plan. Think about who will use it and how it can best communicate actions steps to be taken.

See *sample plans* Appendix B) BC Cross Country Ski
Appendix C) Nova Scotia Soccer

Step 2: Consider Logistic and Administrative Details

- Prepare a budget
- Determine needs for meetings, communications and administrative support
- Investigate possible support from funding organizations
- Determine human resource support or LTAD expertise available

Step 3: Link with Your P/TSO Strategic Plan

- Your LTAD Implementation Plan should be your sport organization's core business. Organizational planning must be integrated with – not separate from – your LTAD.

Section C: Build your LTAD Implementation Plan

The following steps can guide your Planning Team through an inclusive and thorough LTAD Implementation planning process. In the end, you want a well-documented, easy to understand plan that all your stakeholders will claim ownership of and act upon to implement the new LTAD direction for your sport.

Step 1: Analyses of Your Current Sport Development System

“Where are we in relation to our NSOs LTAD?” This is often referred to as an environmental scan. It is an assessment of your current programs and activities - a program inventory or audit. You may want to survey your members or clubs to collect and compile data to help determine your organization’s strengths and weaknesses in relation to CS4L.

Start by reviewing your sport within the context of LTAD stages as identified in your NSOs LTAD. The 7 pillars of Athlete Development identified in several samples may be a useful format to follow – Athletes, Coaches, Officials, Competition, Facilities, Leadership and Parents in the context of the CS4L Stages. See example below.

See Appendix D) Volleyball Quebec - Programs Assessment Matrix

This assessment should create a picture of your current sport development system, including programs and services AND roles & responsibilities of the various partners within your sport delivery system.

See Appendix E) British Columbia - Program Inventory for Recreation Centres and Programmers

Step 2: Undertake a Gap Analysis

From the inventory established above, it’s likely that the current sport development picture is different than the one described by the NSO LTAD. In plotting and matching your current programs and activities to the stage descriptions, specific gaps and overlaps may become evident.

It is important during this step to review the 10 Key Factors of LTAD to ensure that you are identifying the gaps between current program delivery and your sport’s LTAD.

See Appendix F) Canoe-Kayak B.C. Implementation Plan - Inventory & Gap Analysis

Insight:

The ‘Gap Analysis’ may be the most important step in the planning process. It is critical in determining areas of need, priorities and the next steps in planning. A dedicated session(s) to the gap analysis should be planned.

Time to check-in ...

At this point, it may be a good time to check in with the Board of Directors of your P/TSO and with other partners to engage them in the work you have completed to date. Engaging others along the way can only help everyone “own” the implementation plan once completed.

Step 3: Develop Your Plan of Action

From your situational analyses you can move to developing a concrete LTAD implementation plan. Here are some elements you may want to consider in creating your LTAD Implementation Plan.

- **Identify Key Areas of Emphasis**

From the gap analysis you will likely have to determine some core areas to focus your LTAD implementation planning. A reasonable method of doing this may be by using the stages – beginning at Active Start and moving through to Active for Life or the 7 pillars identified above.

- **Set Goals and Objectives**

Within each of your key areas of emphasis you will want to establish a goal and objectives. Your National sport CS4L-LTAD goals and objectives may be used as a guide in determining P/TSO goals and objectives.

- **Establish Priorities**

To narrow your scope and bring focus to your plan, you will want to determine priorities for the over the next few years.

- **Determine Action Steps**

The next step will be to define strategies and actions for each goal area. You will need to sequence the activities, identify partners and timelines. There needs to be agreement on what to do, who is to do what, when and how?

Insight:

Some consideration may need to be given to what the impact of the proposed changes may have on your P/TSO:

- Linkage with the P/TSO’s development functions;
- Acceptability (by leaders, staff, partners and athletes, parents);
- Feasibility (can it be done?); and
- Affordability and cost efficiency.

Step 4: Clarification of Mandates: Roles and Responsibilities

To transition to new directions identified in your LTAD plans you may need to identify what new or different roles and responsibilities various partners and structure play in your provincial or territorial program delivery.

Clarifying roles of your P/TSO, NSO, member clubs, schools, facility operators, etc. in terms of responsibilities (solo or shared) in ensuring “developmentally appropriate” sport programs and complimentary services that are offered throughout all LTAD stages of athlete participation will need to be determined.

In many cases, the national sport LTAD model developed by your NSO will identify roles and responsibilities.

*See Appendix G) Canadian Cycling Association - Roles and Responsibilities
Appendix H) Baseball Canada - Stakeholders Roles*

Step 5: Report Back and Seek Approval from P/TSO Board of Directors

Once your LTAD implementation plan is more or less complete, an important step in the process will be final approval from your Board of Directors. The Board must agree with and support the proposed new direction and give their support for the actions that your P/TSO must undertake to bring about the positive changes you want.

Reporting back may also extend to your P/TSO membership, depending on how communications was directed at the beginning of the process.

Section D: Successful Implementation

Once your Provincial/Territorial Sport LTAD Plan is complete, you will need to put the plan into action!

Step 1: Share Your Plan

Don't keep your plans a secret! Be sure to distribute copies of your plan to all those who need to know:

- To your NSO
- To your membership
- To sport delivery partners (e.g. Schools, municipalities, facility operators, etc.)
- To P/T Governments
- Post on your Website (general distribution to the public)

Insight:

Communication will be key to success in moving forward with a new direction for your sport. Throughout the implementation planning process, be sure to touch base with your P/TSO Board of Directors ... with your membership ... with coaches ... with parents ... and other delivery partners. Let them know about progress; invite their input and most importantly, find a way for this to become the 'new LTAD direction' for everyone in your sport.

Step 2: Plan your Communications

Think about how the LTAD implementation plan will be presented? I.e. A report, letter, executive summary to general membership and interested persons, posted on your website monthly and full document when completed. Who will get what information about your plans?

In the development of your communications plan you may want to ask the following questions:

- Who do you need to know?
- Who do you want to know about plans and results?
- Are all levels of your sport structure and partners in the know?
- Who can help (or hinder) with progress of your sport's LTAD plans?
- How will you encourage and consider feedback? How will you respond to feedback both positive and negative?

Insight:

Be sure to utilize "expertise" within and beyond your Planning Team to be Champions and leaders for Implementation of the new direction for your sport.

Step 3: Monitor Progress

The monitoring process is often forgotten in the planning stages. It is important to pay attention to this step. Someone from the planning team might be assigned to play this role.

- Are we following through on the tasks and timelines we created?
- Is our plan still relevant given our current situation?
- Have ongoing discussions about responsibilities and deadlines
- Have you documented results, progress, etc. as a means of keeping a historical record of progress with LTAD

Insight:

The monitoring process is vital in that it legitimizes your LTAD plan by allowing adaptations along the way to changing times and influences. The flexibility to change priorities or actions is key to keeping the plan relevant.

Step 4: On-going Evaluation

To evaluate the success of your implementation planning, there needs to be a way to track progress and measure success over time at both the provincial/territorial and community levels.

You are going to want to know if you've achieved that goals and objectives determined at the outset. Milestones of 6 months and one year can be established to formally review the plans progress.

- What have you done so far?
- How are things currently going?
- Where is there progress? Where are there roadblocks?
- What suggestions have been made on how things might be done differently?
- Is there a pre-determined process and pre-set date or timeline to review the plan?

Insight:

As you go about monitoring, evaluating and adapting your LTAD implementation plans, be sure to report back to your P/TSO Board of Directors, your membership, your funders and your NSO. Also, try to keep your Planning Team informed as they will continue to be your champions of LTAD for your sport.

Conclusion

This resource was developed to support the incorporation of the Canadian Sport for Life principles by provincial and territorial governments and implementation of Long Term Athlete Development models by P/TSO's across the country. It is intended to minimize the need for provincial and territorial sport leaders to reinvent the wheel when facing similar challenges. By sharing these best practices, we can support and encourage more active citizens, improved physical literacy and better athlete development programming. As you work to improve sport by putting LTAD into action, we encourage you to share the resources you develop, just as the contributors to this guide have so generously done.

Best of luck and Kaizen!

F-P/T LTAD Management Team

Appendices

- A) Planning Team - Terms of Reference (New Brunswick Speed Skating)
- B) BC Cross Country Skiing - Implementation Plan
- C) Nova Scotia Soccer - Implementation Plan
- D) Volleyball Quebec - Programs Assessment Matrix
- E) British Columbia - Program Inventory for Rec Centres and Programmers
- F) Canoe-Kayak B.C. Implementation Plan - Inventory & Gap Analysis
- G) Canadian Cycling Association - Roles and Responsibilities
- H) Baseball Canada - Stakeholders Roles