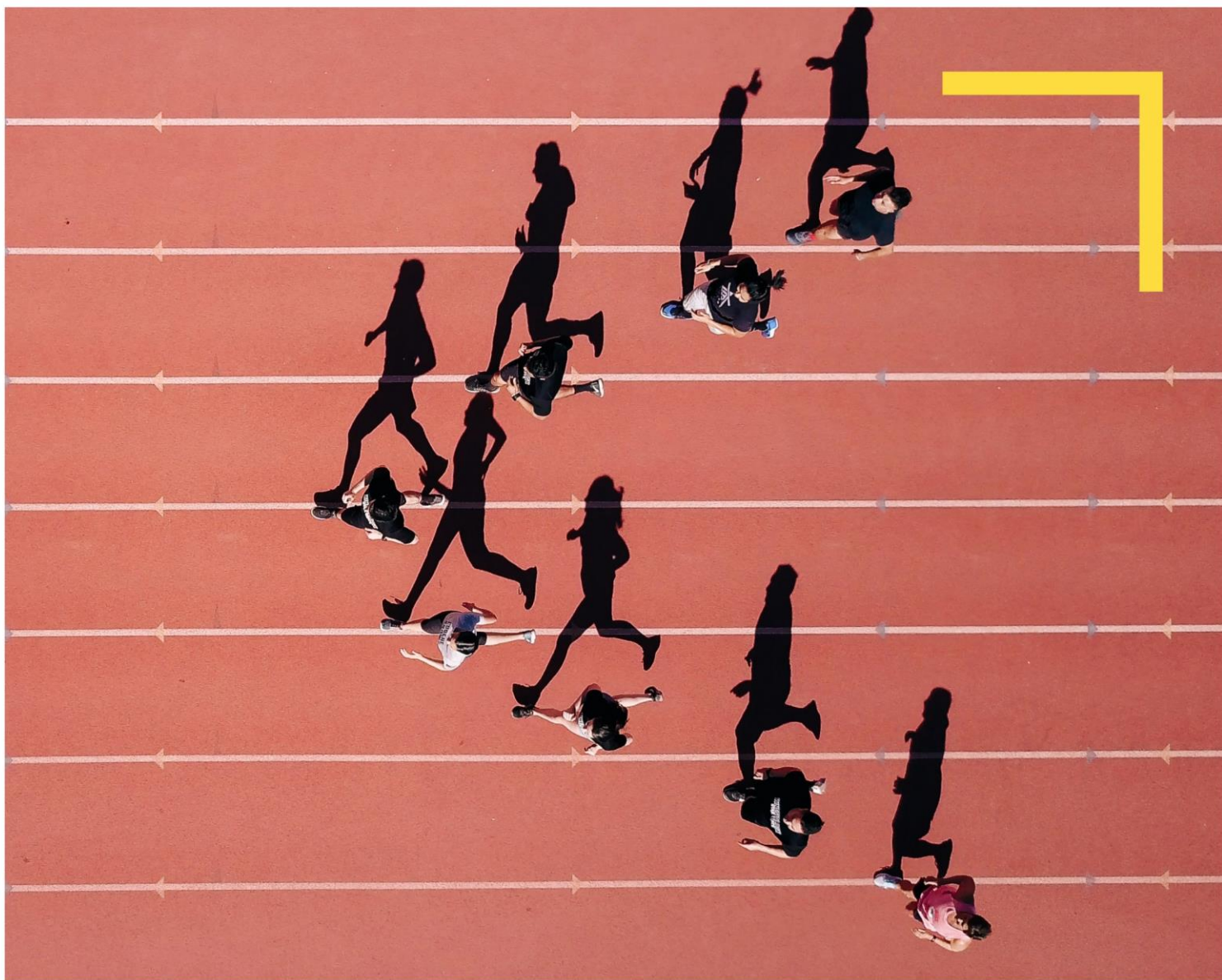




SYMPOSIUM REPORT

THE VALUES PROPOSITION

Building a Stronger Canada Through
Values-based Sport

MARCH 2019





ABOUT PPF

Good Policy. Better Canada. The Public Policy Forum builds bridges among diverse participants in the policy-making process and gives them a platform to examine issues, offer new perspectives and feed fresh ideas into critical policy discussions. We believe good policy is critical to making a better Canada—a country that's cohesive, prosperous and secure. We contribute by:

- Conducting research on critical issues
- Convening candid dialogues on research subjects
- Recognizing exceptional leaders

Our approach — called **Inclusion to Conclusion** — brings emerging and established voices to policy conversations, which informs conclusions that identify obstacles to success and pathways forward. PPF is an independent, non-partisan charity whose members are a diverse group of private, public and non-profit organizations.

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THE ADVISORY GROUP MEMBERS

We extend a special thank you to the Advisory Group members who provided invaluable support and guidance throughout this project: Ian Bird, John Cawley, Karri Dawson, Jason Devos, Jocelyn East, Sue Hylland, Claudine Labelle, Lorraine Lafreniere, Paul Melia, Eric Myles, Karen O'Neill, Scott Russell, and Carolyn Trono.

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FOREWORD

At the Public Policy Forum, our motto is Good Policy, Better Canada. We believe firmly that good policy leads to good outcomes for Canadians, and the corollary — that bad policy or policy neglect leads to poor outcomes. This is as true for sports as any other sector.

On Oct. 15 and 16, I had the pleasure of attending and speaking at The Values Proposition, a two-day symposium dedicated to infusing values into Canadian sport systems. The stories shared throughout the event clearly demonstrated that sport, at all levels of competition, has an enormous capacity to contribute positively to Canadians.

How important is sports?

Consider this story from the 1980s. When Jean Charest was the Canadian Minister of State for Fitness and Amateur Sport, his department was slated to bear a disproportionate brunt of deficit-reduction actions. On the day of the Cabinet meeting to sign off on the cuts, Charest bounded up the Centre Block stairs carrying two large shopping bags. When his turn came up to speak in Cabinet, Charest emptied the contents on the table. They were filled with pennants and decals and caps from dozens of communities across Canada. Charest distributed them around the room and explained that support for sports is not some abstract, esoteric government program, it is insinuated into the fabric of Canada from coast to coast to coast. And so must ethics in sports.

In a digital world, in which virtual communities are more highly prized than physical ones, the role of sport as a builder of character and binder of neighbours becomes even more critical.

Policy is how we express our values and turn them into collective action. On our good days, it is how we allow anyone to fulfill their potential on the way to building a successful society for all.

Embracing values in sport is critical; it is a statement of who we are as a nation and as individuals. It is also how we build a Canadian brand that strays far beyond sports: offering the world a role model of diversity and inclusion built on honesty, hard work and the successful among us giving back to allow others to participate. We believe in a world that plays fair in the understanding that, otherwise, we will eventually cease to play at all.

As a nine-year-old kid, poor values on the part of my coach drove me away from organized hockey. I didn't take it up again till I was 40, when I had the confidence to play for enjoyment and in the full understanding this was something at which I wasn't going to excel. We want to be a nation of winners; we also want to be a nation of participants. This blueprint tells us how these objectives are compatible.

I hope that everyone involved in sport across Canada will look at the game plans in this report and see how they can ensure that we are truly not just a sporting nation but a values-based sporting nation.

Finally, I would like to thank our partners: the Canadian Centre for Ethics in Sport, the Government of Canada, and the University of Ottawa for helping to make this important project possible.

Edward Greenspon

CEO and President, Public Policy Forum

VALUES-BASED SPORT: BY DESIGN NOT BY CHANCE

INTRODUCTION

On October 15-16, 2018 the [Public Policy Forum \(PPF\)](#) and the [Canadian Centre for Ethics in Sport \(CCES\)](#) brought together a diverse group of delegates from sport, academia, government and the corporate sector for a symposium to discuss the integration of a values-first approach to sport at all levels. The program for the one-and-a-half-day symposium, as well as a list of the participants, can be found in [Appendix A](#).



What does values-based sport mean to you?
Click to watch video testimonials of participants

The symposium was the culmination of a series of five roundtables that PPF and CCES organized across Canada in spring 2018 to explore the actions and policies required to ensure that values-based sport is both intentional and a fundamental part of the Canadian sport system, from the playground to the podium. A summary report of the five roundtable discussions, [The Values Proposition: Building a Stronger Canada through Values-based Sport](#), was released in July 2018.

Through passionate debate and insightful conversation, those involved in the symposium — from the Minister of Sport to grassroots sport organization volunteers — envisioned a Canadian sport system for the next generation that is consistently true to sport's core values, and actively stewarded by those same values, to address problems such as doping, bullying and harassment. With the understanding that current examples of values-based sport occurred largely by chance, this event served as a platform for the sport community to reinforce the values, to commit to a game plan, and to develop an accountability mechanism for the future.

Values-based sport is strongly grounded in the framework of the [Canadian Sport Policy 2012](#). This report goes much further and identifies game plans for the key stakeholders involved in sport in Canada — from policy-makers to participants and everyone in between — to take concrete actions to make values-based sport the foundation of their policies and practices. We also highlight some of the stories we heard at the symposium of people or organizations that are already making values-based sport a central part of their actions to illustrate how it can be done.

We hope that those within the sport community, as well as those using sport as a tool for social development, will draw on this report as a valuable tool-kit to help transform Canada into a truly values-based sport nation.

‘Begin locally, work collaboratively and be impatient. Never doubt the importance of what you are doing through these acts.’

David Johnston, former Governor General of Canada

WHAT IS VALUES-BASED SPORT?

As we strive to make Canada a values-based sport nation, we first need to be clear about what values-based sport means. For the purposes of the discussions at the symposium, we focused on the four values that Canadians identified through public consultation more than a decade ago as essential to the Canadian sport system: fairness, excellence, inclusion and fun. To ensure all Canadians experience the full range of mental, social and physical health benefits of participating in sport, these values are conveyed through a set of principles. The [True Sport Principles](#) are set out on page 7 and form the foundation for values-based sport: Go For It, Play Fair, Respect Others, Keep It Fun, Stay Healthy, Include Everyone and Give Back. To create a positive sport experience, all the principles must be present and in the right balance to ensure that no single principle becomes so powerful that it pushes others out of the sport experience.

So values-based sport is sport where the policies, programs and practices in sport are constantly and consistently driven by the seven True Sport Principles.

WHY IS VALUES-BASED SPORT IMPORTANT?

At the symposium, Paul Melia, President and CEO of the [Canadian Centre for Ethics in Sport](#), identified major threats to the integrity of Canadian sport, including:

- intentional, systematic doping in sport;
- harassment and abuse (both reported and unreported instances);
- poor parental behaviour;
- weak sport governance;
- high prevalence of violence and potential for injuries, including concussions;
- leakage of bad values from professional leagues;
- lack of accessibility to programs, equipment and opportunities; and
- match manipulation orchestrated by organized crime or other influencers.

We need values-based sport to address and prevent these unethical issues from undermining the integrity of sport. By entrenching values-based sport all across Canada, we can also improve the sport experience of

those involved in sport, encourage more people to take up sport and thereby increase participation and retention rates. Values-based sport will, by design, have a positive impact. It will instill character in our children, strengthen our communities, and increase our opportunities for excellence.

‘For sport to be a quality experience for Canadians, it must be values-based. We must work to make sport inclusive and accessible.’

The Honourable Kirsty Duncan, Minister of Science and Sport



True Sport Principles

Go For It

Rise to the challenge - always strive for excellence.
Discover how good you can be.

Play Fair

Play honestly - obey both the letter and spirit of the rules.
Winning is only meaningful when competition is fair.

Respect Others

Show respect for everyone involved in creating
your sporting experience, both on and off the field.
Win with dignity and lose with grace.

Keep It Fun

Find the joy of sport.
Keep a positive attitude both on and off the field.

Stay Healthy

Place physical and mental health above all other
considerations - avoid unsafe activities.
Respect your body and keep in shape.

Include Everyone

Share sport with others.
Ensure everyone has a place to play.

Give Back

Find ways to show your appreciation for the community
that supports your sport and helps make it possible.

HOW CAN VALUES-BASED SPORT BE IMPLEMENTED?

Seven private and public stakeholders have been identified as key players in the promotion and implementation of values-based sport:

- Government
- Corporate
- Athletes and coaches
- Philanthropic
- Media
- Sport organizations
- Educators

Each of these stakeholders has a role to play in incorporating values into their policies, programs and practices to ensure the successful integration of values-based sport into the fabric of Canadian society. As some participants at the symposium noted, all players in this game must do what they can, control what they can control, and follow through on their commitments to implement values-based sport.

There are multiple pathways towards a truly values-based sport system in Canada. In the following pages, we set out 'Game Plans' for each 'Player' in the Canadian sport community. We also provide 'Expressions of Leadership' for each stakeholder group that demonstrate how it can be done.

Group photo at The Values Proposition: Strengthening Sport in Canada Symposium on October 15-16, 2018.



THE PLAYERS

These are the players that were identified as having an important role in implementing values-based sport as an integral element of sport across Canada. Each player has a recommended 'Game Plan' which flowed out of the discussions at the symposium. In addition, we provide 'Expressions of Leadership' that were shared at the symposium as examples of what is possible to bring about change in that sector.



[Game Plan](#)

[Expression of Leadership](#)



[Game Plan](#)

[Expression of Leadership](#)



[Game Plan](#)

[Expression of Leadership](#)



[Game Plan](#)

[Expression of Leadership](#)



[Game Plan](#)

[Expression of Leadership](#)



[Game Plan](#)

[Expression of Leadership](#)



[Game Plan](#)

[Expression of Leadership](#)

GAME PLAN

A key objective of the symposium was to identify levers of change to serve as a game plan for values-based sport integration by the different players across the spectrum of the Canadian sport system. We set out below the ideas that were generated at the symposium for taking action to implement values-based sport across Canada. We also attach at [Appendix B](#) the 'Levers of Change' document that was shared with symposium participants to facilitate the development of these game plans.

While there may be multiple pathways to success, the final goal is universal. Sport policies, programs and practices will be based on and driven by the seven True Sport Principles to ensure that good sport will make a great difference.

PLAYER

GOVERNMENT

[Click for Expressions of Leadership](#)

ACTION



School Curriculums

Given the scientifically proven benefits (physical and mental) of participating in sports in a values-first environment, provincial and territorial governments mandate the integration of values into physical education curriculums and into intramural sport and school teams. Similarly, values-based physical education should be made mandatory throughout the duration of a child's education. Examples of unique or excellent programs should be recognized and celebrated.



Federal and Provincial/Territorial Funding

Federal and provincial/territorial governments establish policies that give sports organizations the incentive to integrate values-based criteria into their activities. Recognizing the extensive benefits of investing in physical activity, a percentage of the national health care budget should be allocated to sport and recreation funding. Organizations that receive funding must agree to an annual values audit.



Municipal Recreational Facility Agreements

Municipal governments facilitate user agreements for recreational facilities that give preference to organizations and clubs that meet values-based sport criteria.



Tax Credits

The federal government makes the income tax credit (if applicable) for children who are physically active contingent on the sport organization

implementing values-based sport. Similarly, subsidies and tax credits should be awarded to organizations that implement a values-based system to incentivize the practice.



Support for Provincial/Territorial, National or International Events

Governments develop policies that require support for provincial/territorial, national or international sport events to be contingent on their adherence to values-based sport criteria.



Public Awareness Campaigns

Federal, provincial/territorial and municipal governments implement policies to create public awareness campaigns that articulate the benefits of a values-based sport experience, encouraging parents to demand values-based sport experiences for their children. Benefits include the mental and physical well-being of children, as well as the benefits experienced by communities.



Values-Based Sport Resources

Governments fund the development of values-based sport resources that are easily accessible to athletes, coaches, sport organizations and other interested parties. Resources should be translated into a variety of languages to maximize accessibility.



Social Investments

Dollars spent to improve the physical and mental health of Canadians through values-based sport will yield strong economic returns in the future. Federal, provincial/territorial and municipal governments should amortize social investment. [Evidence suggests that government investment in sport and recreational development does not come at the expense of economic growth.](#)

PLAYER

CORPORATE

[Click for Expressions of Leadership](#)

ACTION

Funding and Sponsorship

Corporate donors only offer funding and sponsorship to organizations and initiatives that meet specific values-based sport criteria.

Professional Sports Teams

Canadian professional teams and athletes become ambassadors of values-based sport. They use their profile as a platform for community engagement initiatives and the promotion of values.

Branding

Corporations with an interest in the sport system — including equipment manufacturers — incorporate values-based branding into their products and promotional materials.

The Right Honourable David Johnston in conversation with Allison Sandmeyer-Graves



PLAYER

ATHLETES AND COACHES

[Click for
Expressions of
Leadership](#)

ACTION

Certification of Coaches/Officials

Values should be adopted as a fundamental underpinning to all certification requirements for Canadian coaches and officials.

Values-based resources should be widely disseminated to reach coaches who currently may not be intentional about “how” they coach (vs. what they coach) and increase awareness of the importance of a values-first approach.

Diversity of Coaches

Sport leagues and organizations must evaluate their commitment to developing world-class, values-based coaches from minorities including women, people with disabilities and people of colour.

Athlete Ambassadors

Athletes are encouraged to serve as ambassadors for values-based sport. They can use their profile and visibility as a platform to inspire a broad cross-section of Canadians to participate in sport in a fair and ethical manner.

Common Values-Based Sport Lexicon

Sport organizations use a common language such as that used by the True Sport Foundation to clearly identify and define values-based sport. This common language should be used from the playground to the Olympic and Paralympic podium.

Parental Involvement

Parents of kids involved in sport should demand that sport organizations provide values-based sport experiences for their children.

‘Scandal and corruption seem weaved into the fabric of sport. The voices of athletes must be heard in order to solve this problem.’

Beckie Scott, Olympian, Spirit North

PLAYER

SPORT ORGANIZATIONS

[Click for Expressions of Leadership](#)

ACTION



Mission Statements

Sport organizations integrate values-based language into their mission statements and organizational objectives.



Assessment Criteria

Sport organizations develop and disseminate assessment criteria that sport programs can use to evaluate their adherence to values-based sport.



Governance Systems

Strong governance structures are established to provide oversight and to serve as an accountability mechanism for adherence to values-based sport criteria.



Injury Tracking and Prevention

Violence in sport leads to injury — specifically concussions — which erodes public trust in sport. Sport organizations take a lead role in tracking injuries to uncover risk patterns and identify solutions. From this information, experts can establish appropriate treatment methods and protocols to reduce violence in sport. Moreover, consistent injury tracking will demonstrate that creating values-based experiences will reduce the prevalence of injuries due to the elimination of the “win at all costs” mentality. Such an attitude can be the root cause of injuries.



Accessible Programming

Programming is established that addresses barriers to sport participation — with special attention to certain segments of the Canadian population that traditionally have experienced difficulty accessing sports experiences.

PLAYER

PHILANTHROPIC

[Click for
Expressions of
Leadership](#)

ACTION

Awards, Scholarships and Recognition

Athletes are recognized not only based on their achievements on the field of play, but also based on their exemplification of values-based sport. Nomination and selection criteria reflect the principles of values-based sport.

Funding

Philanthropic organizations only support organizations and clubs that are offering a values-based sport experience and meet specific values-based sport criteria.

PLAYER

MEDIA

[Click for
Expressions of
Leadership](#)

ACTION

Public Service Announcements

Media organizations dedicate airtime to the dissemination of public service announcements that profile and build awareness of the importance of values-based sport.

Responsible Coverage

Media organizations have a role to play in combating the narrative of sport as pure entertainment. The characterization of sport as solely entertainment may encourage negative outcomes such as violence and misogyny. Media organizations can frame a more positive narrative by refusing to cover negative behaviour and/or educating the public on why certain behaviours are harmful.

Amplify Athletes' Voices

Media organizations serve as a platform to amplify the voices of athletes who are committed to a values-based sport approach.

Award Ceremonies

In partnership with sport organizations, the government and corporate partners, media organizations broadcast sport award ceremonies that recognize athletes for their accomplishments on and off the field and their commitment to values-based sport.

PLAYER

ACTION

EDUCATORS

[Click for Expressions of Leadership](#)



Physical Education

Educators advocate to their school boards and provincial/territorial governments to make values-based physical education mandatory through the duration of public education. School boards take steps to make values-based physical education mandatory. Through values-based sport, children learn a variety of skills and develop character traits including leadership, teamwork, discipline and respect.



Learning Through Play

Educators can work with parents to advocate for the benefits of learning through play. Physical activity is linked not only to physical health, but also to improved academic performance and mental well-being. Values-based sport and competition teaches children to do their best, while instilling leadership and teamwork skills, and values such as respect and empathy.



Participants track their organization's progress in the implementation of values-based sport

EXPRESSIONS OF LEADERSHIP

At the symposium, [a number of](#) individuals and organizations from across Canada, representing a wide range of different players involved in offering sport experiences, shared stories of how they are taking meaningful steps to bring about changes needed to facilitate the implementation of values-based sport. We set out below these expressions of leadership, which we hope will both help to show what is possible and to inspire people and organizations to take action in their own communities. We note that this list is by no means a comprehensive account of all the excellent work that is being done to grow values-based sport across Canada.

GOVERNMENT

[Click for Game Plan](#)



CITY OF VANCOUVER

The [City of Vancouver](#) is working to develop values-based sport through the integration of the True Sport Principles into community recreation programming. The collaboration between the [True Sport Foundation](#), [Sport for Life](#), and the [City of Vancouver](#) is an excellent example of how strategic partnerships can shape the way forward for values-based sport. An example is the implementation of programs such as [‘Policy to Playground’](#), which works to empower community recreation planners, instructors and parents to build programs based on the True Sport Principles.



PROVINCE OF MANITOBA

The Province of Manitoba’s [Department of Sport, Culture and Heritage](#) states that one of its goals is to support “investments in amateur sport and encourage the hosting of regional, national and international sport events.” It has established a [Sport Secretariat](#), which has the objective of increasing Manitobans’ participation in sport and maximizing the benefits that individuals and communities experience from participating sporting systems. It has also worked with [Sport Manitoba](#) on initiatives that proactively promote respect in sport.



FEDERAL GOVERNMENT

The Government of Canada has taken steps to push forward programming that adheres to values-based sport criteria. Through supporting athletes, funding programming, using values-based sport language, and showing openness to supporting bids such as Calgary's for the 2026 Olympics, the Government of Canada can, and does, provide important leadership and legitimacy to the values-based sport movement.

CORPORATE

[Click for Game Plan](#)



CANADIAN TIRE JUMPSTART CHARITIES

[Canadian Tire Jumpstart Charities](#) has spent \$160 million and helped more than 1.7 million children access quality sporting experiences. A signature program of this initiative is the '[Play Finds a Way](#)' program, which seeks to address barriers that prevent children from participating in sport. Canadian Tire Corporation has committed \$50 million over five years to invest in programs such as Jumpstart Inclusive Playground Project, Jumpstart Community Accessibility Grants, Coaching Initiatives and a Parasport Jumpstart Fund.



CANADIAN OLYMPIC COMMITTEE

The [Canadian Olympic Committee \(COC\)](#) has taken intentional steps to ensure that Team Canada branding is rooted in values. Its brand seeks to define our collective identity as a nation by embracing the intersection of Canadian and Olympic values. To celebrate the interdependence of values and sport, the COC has branded its mission as "[Be Virtuous, Be Victorious, Be Olympic.](#)" The COC also

recognizes the importance of celebrating athletes for their performances on and off the field and is contemplating bringing back the Canadian Olympic Hall of Fame in 2019.

ATHLETES AND COACHES

[Click for Game Plan](#)



COACHING ASSOCIATION OF CANADA (CAC)

The [Coaching Association of Canada \(CAC\)](#) “empowers coaches with knowledge and skills, promotes ethics, fosters positive attitudes, builds competence, and increases the credibility and recognition of Coaches.” In partnership with the Canadian Centre for Ethics in Sport (CCES), the CAC has launched a [Responsible Coaching Movement \(RCM\)](#) which strategically targets parents and coaches to facilitate the integration of safety and values in sport. RCM Phase 1 promotes three basic principles, which include: [Rule of Two; Background Screening; and Ethics Training.](#)

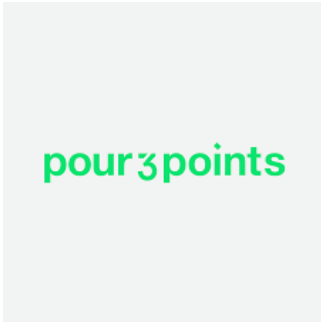
‘Coaches must broaden their approaches so that kids develop as whole, complete people.’

Fabrice Fil, Pour 3 Points



CANADIAN PARALYMPIC COMMITTEE

The [Canadian Paralympic Committee](#) has taken active steps to incorporate values into all levels of its operations. As a leader in values-based sport, the Canadian Paralympic Committee has integrated a values component into its hiring processes and utilized professional development sessions to ensure that staff function in an environment where they feel safe to do their best work. In addition, it has integrated a values-based coaching approach to staff performance assessments and made values an explicit part of how they approach partnerships.



pour3points

POUR 3 POINTS

[Pour 3 Points](#) exists to provide youth from underprivileged environments with memorable sporting experiences. Recognizing that coaches are some of the most influential adults in the lives of young athletes, Pour 3 Points has developed a comprehensive approach to training coaches that allows them to teach skills relevant not only to athletic performance, but also to education and life.

‘As a coach, I have a message for my athletes: I want you to feel valued on and off the court, to be the best you can be, to be accountable ... and I promise to lead by example.’

Kellie Ring, former varsity & pro basketball athlete



SPIRIT NORTH

Since retiring from Olympic sport in April 2006, Olympic cross-country skier Beckie Scott has served as CEO at [Spirit North](#), an organization that works with more than 30 Indigenous communities to improve the well-being of children through the transformative power of sport. Spirit North provides coaching resources, competitive event support, trail development, support for long-term equipment ownership, and an eventual transition pathway towards community ownership over sustainable long-term programming. Beckie's leadership is an excellent example of how an athlete's profile can be leveraged to inspire and empower Canadian youth.



ATHLETESCAN

[AthletesCAN](#) refers to itself as the most inclusive athlete association in Canada. From the athlete perspective, it advocates for a fair and responsive sport system and seeks to uncover and address narratives that cause people to step away from sport. In September 2018, AthletesCAN partnered with the CBC to bring back the [Canadian Sports Awards](#), an event that celebrates Canadian athletes for their achievements on and off the field of play. This event celebrates sport as a force for good in our communities.

PHILANTHROPIC

[Click for Game Plan](#)



ONTARIO TRILLIUM FOUNDATION

The [Ontario Trillium Foundation](#) (OTF) integrated values-based and principle-driven language into its granting criteria during its most recent program revision to ensure that the projects they are funding will make a meaningful and significant impact for the individuals and communities they serve. In March 2018, OTF awarded a grant of \$2.4 million — the largest in its history — to the Ontario Parasport Collective. In coordination with the Canadian Paralympic Committee, this collective brings together interested organizations within both the private and public sector to deliver the Ontario Parasport Strategy to more than 1.85 million Canadians, specifically those living with disabilities. This initiative is an example of how strategic grants based on values can push forward the values-based sport movement.



BRIDLEWOOD COMMUNITY ASSOCIATION

The [Bridlewood Community Association](#), in Kanata, Ontario, works with residents to communicate important information, sponsor sports and cultural events, and support community groups and activities. It has demonstrated its dedication to the True Sport Principles through its programs and initiatives such as its True Sports Play Day, and free online trainings for coaches and parents through Respect for Sport.



J.W. MCCONNELL FAMILY FOUNDATION

The [J.W. McConnell Family Foundation](#) has an extensive history of supporting programs and initiatives that view sport as more than a game, recognizing sport experiences as opportunities to facilitate personal growth, to reinforce healthy lifestyles, and to build resilience in communities. An example of an initiative that has received funding from the J.W. McConnell Foundation is '[Sport for Development](#)'. It has also provided grants to the [True Sport Foundation](#) and [Sport for Life](#). Philanthropic grants based on specific values-based criteria provide sport organizations with the funds necessary to push forward their values-based sport strategies.



TRUE SPORT FOUNDATION

The [True Sport Foundation](#) is a national charity whose very charitable purpose is dedicated to values-based and principle-driven sport. To accomplish this goal, True Sport has developed a series of programs and initiatives designed to help Canadians deliver a sport experience that is based on the values of [fairness, excellence, inclusion, and fun](#). One of the most notable achievements is the development of the True Sport Principles that have come to define the objectives and provide a common language to those who wish to provide a values-based sport experience.



COMMUNITY FOUNDATIONS OF CANADA

[Community Foundations of Canada](#), in partnership with the [True Sport Foundation](#), launched Smart and Caring True Sport to harness the power of good sport to make communities stronger, healthier and more resilient places to live, work and play. There are countless ways for community foundations and sport organizations to work together. That's why the values-based sport movement aims to help communities across the country discover their strengths, connect with each other, and come together to build their shared knowledge and skills. In addition, CFC is committed to advising grant-makers and donors to adopt a values-based framework for their sport and recreation programming and funding.

‘The traits exemplified by athlete ambassadors spill out of the classroom. The leadership skills they teach remain with students beyond graduation.’

James Carson, Birchview Dunes Elementary School

MEDIA

[Click for Game Plan](#)



CANADIAN BROADCASTING CORPORATION (CBC)

As the national broadcaster, the [Canadian Broadcasting Corporation \(CBC\)](#) has the unparalleled ability to celebrate the achievements of athletes, and to amplify their voices. In September 2018, the CBC partnered with [AthletesCAN](#) to broadcast the [Canadian Sport Awards](#), an event that celebrates athletes for their values as well as their athletic achievements. This is an excellent example of how the media can inspire Canadians to embrace values-based sport and extend the reach and awareness of the importance of a values-first approach. Just as outstanding examples of film, music, and literature are celebrated by the media, the accomplishments of athletes, both on and off the field, should be equally recognized.



SPORT ORGANIZATIONS

[Click for Game Plan](#)



OWN THE PODIUM

The mission of [Own the Podium](#) is “to lead the development of Canadian sports to achieve sustainable and improved podium performances at the Olympics and Paralympics.” In a public acknowledgment of the importance of incorporating values into Canadian sport programming, Own the Podium has included values-based sport in its mission statement and will review its funding criteria to embed values throughout.



SPORT FOR LIFE

[Sport for Life](#) exists to build physical literacy and improve the quality of sport programming in Canada. It has been a leader in the development of resources, guides, and training to help communities deliver age and stage appropriate quality sport programming. Some notable achievements include: establishing a [Quality Sport Checklist for Communities and Clubs](#); developing guides to address the accessibility of sports to [new Canadians](#) and [Indigenous peoples](#); and creating [Long-Term Athlete Development Plans](#) for athletes, parents, and coaches.



CANADA'S SPORTS HALL OF FAME

[Canada's Sports Hall of Fame](#) has worked to promote values-based sport through integrating values into the criteria of the nomination and induction processes. Celebration of athletes for their accomplishments on and off the field of play will inspire Canadians to give back to their own communities through acts of volunteerism.



RINGETTE CANADA

[Ringette Canada](#) has incorporated the True Sport Principles into its values statement and is using them as a framework to pursue innovation, accountability, respect and excellence.



CANADIAN CENTRE FOR ETHICS IN SPORT

The Canadian Centre for Ethics in Sport operates at the intersection of individual values, the shared values of society and the values of sport. With a [mission](#) to make sport better, the CCES works to protect the integrity of sport, advocates for sport that is fair, safe and open, and activates a values-based and principle-driven sport system. The CCES believes that True Sport principles paired with strong corporate values will create the sport that all Canadians want. The CCES works with the sport community to develop [risk management](#) strategies, enhance a [management by values](#) approach and invests in [sport leaders](#) to enable the integration of True Sport into policies, practices and programs.

EDUCATORS

[Click for Game Plan](#)



BIRCHVIEW DUNES ELEMENTARY SCHOOL

[Birchview Dunes Elementary School](#) teacher James Carson established the “Character Through Sport” program after being inspired by the excellent sportsmanship displayed by Canadian Race Walker [Evan Dunfee](#) at the 2016 Olympic Games. Each month a character trait is selected that corresponds with the spirit of values-based sport and is celebrated at monthly ‘spirit assemblies.’



UNIVERSITY OF OTTAWA

The objectives of any learning institution include the recruitment and retention of students, building strong alumni and ensuring a great student experience. Sue Hylland, Director of Sport Services at the [University of Ottawa](#), believes that she has the responsibility to support these objectives by ensuring values-based sport programming for all student-athletes. Sport Services at the University of Ottawa is working to implement a series of initiatives that serve to educate and engage student-athletes, coaches and staff to *live* values-based sport. These include True Sport oaths for athletes, coaches and officials as well as community outreach and engagement programs, evaluations and surveys, athlete orientations, behavioural guidelines, and mandatory training for coaches.



UNIVERSITY OF WINNIPEG

In 2016, the [University of Winnipeg](#) announced that it is one of seven local sports organizations that have joined together to launch "[True Sports Lives Here Manitoba](#)". The objective of this initiative is to facilitate a better sporting experience based on the values of fairness, excellence, inclusion and fun. Moreover, it was established to address challenges facing the sporting community including instances of bullying, harassment and doping, which are causing declining participation.

‘Character Through Sport is an impactful and important grassroots program aimed at harbouring and fostering character traits in students and athletes, both inside and outside the realm of sport.’

James Carson, Birchview Dunes Elementary School

COMMITMENT CORNER

Examples from those on the journey towards full implementation of values-based sport

AWARENESS

“Learn from more inclusive disciplines of sport on how to embed these values throughout policies and practices of other organizations.” – FQU

EVALUATION

“Evaluation of impact leads to better understanding!”

– Pour 3 Points

“Gathering evidence of long-term impact to influence public sector methods and allow investment in social infrastructure.”

– McConnell Foundation

UNDERSTANDING

“Ask psychologists to help us better understand what it is about sports that allows us to tolerate bad behavior.”

“Equipping athletes with skills and awareness to express values through sport.”

– Royal Roads University

ADOPTION

“True Sport Principles formally in Coaching Code of Conduct and Members Policy.”

– Fredericton Rowing Club

“Inclusion – Allow newcomers to be included in leadership level roles.”

– Immigration Partnership Winnipeg

CONSIDERATION

“We are considering including the True Sport Principles in our coach education program.” – Gymnastics Canada

“Considering rewriting our vision and mission statements to reflect how we can impact values-based sport.”

– Coaches Association of Ontario

ACTIVATION

“We will integrate values-based sport into our criteria for supporting and funding organizations.”

– Sport for Development Fund, Toronto Foundation

“Currently writing a book on values-based activity in sport recreation and education in the community.”

– Collaborative Community Coaching, C3

POST-GAME ANALYSIS

The [Public Policy Forum](#) believes that an effective way of shifting public policy is to build bridges among diverse participants in the policy-making process and give them a platform to examine issues, offer new perspectives and feed fresh ideas into critical policy discussions. This was the purpose of the symposium, which served as an important step on the path towards values-based sport integration in Canada.

The positive outcomes of increasing opportunities for Canadians to experience values-based sports are too many to count. But in reflecting on the symposium, we turn to the example of the 2010 Vancouver Olympics, which provides evidence of the positive impact that values-based sport can have. In 17 days, Canadians were treated to 26 medals and innumerable unforgettable and inspiring moments both on and off the field of play. Values-based events like the 2010 Vancouver Olympics are responsible for:

- Exposing Canadians to new sporting experiences leading to increased participation;
- Demonstrating that values and excellence go hand in hand;
- Increasing civic pride and national exposure;
- Increasing exposure of Indigenous groups and minorities leading to increased inclusivity; and
- Heightening recognition of people with disabilities.

The overwhelming take-away from the symposium was that values-based sports experiences have an enormous ability to create positive change at the individual, community and national levels. Indeed, at the symposium we heard many stories from those who are embracing and implementing values-based sport in Canada and we celebrated them. Tangible change rarely occurs without enthusiastic individuals and organizations from across the public and private sectors providing the leadership necessary to support a movement to its conclusion. To establish an environment in which it is safe to take risks and pursue big ideas, outstanding expressions of leadership must be recognized and applauded.

The [Public Policy Forum](#) and the [Canadian Centre for Ethics in Sport](#) have drawn on this leadership and the creative ideas that emerged during the symposium to develop clear and coherent game plans for values-based sport integration in all sectors of sport and throughout all levels of competition. Taking this action at all levels — from grassroots community organizations to policy-makers at the highest levels — will serve to further

reinforce the findings of the 2012 [Canadian Sport Policy](#), which highlighted values integration as fundamental to reforming the Canadian sports landscape.

We encourage individuals and organizations involved in Canadian sport to take the next step and make commitments based on the game plans and expressions of leadership highlighted in this report to integrate values-based sport into their communities. If everyone and every organization follows through on its commitments, these actions will compound to accelerate the victory of values in Canadian sport.

Players have been drafted.

The game plan is set.

Victory is in sight.



“As the other animals were transfixed by the enormity of the situation, the hummingbird turned and said, ‘I’m doing what I can’.”

Elder Dan Ross

APPENDIX A: Symposium Agenda and Participant List



THE VALUES PROPOSITION: Strengthening Sport in Canada

Monday, Oct. 15, 2018 | 12:30 p.m. — 6 p.m.

Tuesday, Oct. 16, 2018 | 8:00 a.m. — 4 p.m.

Trillium Ballroom, Shaw Centre, Ottawa, Ontario

AGENDA

Monday, Oct. 15

12:30	Registration
1:00	Welcome Remarks & Agenda Overview Opening Prayer from Elder Dan Ross Ian Bird , Advisory Group Chair Derek Johnston , Facilitator
1:20 — 1:55	Laying the Foundation Paul Melia , Canadian Centre for Ethics in Sport Edward Greenspon , Public Policy Forum
1:55 — 2:30	Expressions of Leadership, Part 1 Actions by leading organizations to advance values-based sport Anne Merklinger , Own the Podium Carolyn Trono , Canadian Sport for Life
2:30 — 2:50	Finding Inspiration: “Character Through Sport” James Carson , Birchview Dunes Elementary School (Wasaga Beach, ON)

2:50 — 3:00	Our Shared Journey Mapping our efforts to advance values-based sport
3:00 — 3:15	Health Break
3:20 — 3:50	KEYNOTE: The Rt. Hon. David Johnston, former Governor General of Canada Moderator: Allison Sandmeyer-Graves , Canadian Association for the Advancement of Women and Sport and Physical Activity
3:50 — 4:25	Digging Deeper Small groups to share key takeaways, reflections, and ideas
4:25 — 4:40	Commitment Corner
4:40 — 5:00	Day 1 Wrap-up Ian Bird , Advisory Group Chair Derek Johnston , Facilitator
5:00 — 6:00	Networking Reception

Tuesday, Oct. 16

8:00 — 8:30	Light Breakfast & Registration
8:30 — 8:45	Welcome Lorraine Lafrenière , Coaching Association of Canada Derek Johnston , Facilitator
8:45 — 9:15	Panel: Affecting Major Social Change Doug Gore , Ontario Trillium Foundation John Cawley , J.W. McConnell Family Foundation Moderator: Claudine Labelle , FitSpirit
9:15 — 9:40	Levers of Change Carl Neustaedter , Public Policy Forum Karen O'Neill , Canadian Paralympic Committee Cindy Crapper , City of Vancouver
9:40 — 10:10	Expressions of Leadership, Part 2 Actions by leading organizations to advance values-based sport

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	Scott Russell , Canadian Broadcasting Corporation Ashley Labrie , AthletesCAN Sue Hylland , University of Ottawa
10:10 — 10:25	Health Break
10:30 — 11:00	Digging Deeper Small groups to share key takeaways, reflections, and ideas
11:00 — 11:15	Commitment Corner
11:15 — 12:00	The Corporate Contribution Marco Di Buono , Canadian Tire Jumpstart Charities Colin Freeman , Canadian Olympic Committee Moderator: Marg McGregor , Canadian Olympic Committee
12:00 — 12:45	Lunch
12:45 — 1:00	KEYNOTE: Hon. Kirsty Duncan, Minister of Science and Sport Introduced by: Melanie Gruer , University of Ottawa
1:00 — 2:00	From the Front Lines The athlete and coach perspective on values-based sport Beckie Scott , Olympian, Spirit North Kellie Ring , Former Varsity & Pro Basketball Athlete Fabrice Vil , Pour 3 Points
2:00 — 2:15	Health Break
2:15 — 3:30	Where To From Here? Panelists: Greg Guenther , Sport Manitoba Natasha Johnston , Ringette Canada Dina Bell-Laroche , Bridlewood Community Association Chino Argueta , University of Winnipeg Moderator: Derek Johnston Karri Dawson , True Sport Foundation Paul Melia , Canadian Centre for Ethics in Sport
3:30 — 3:45	Wrap Up Ian Bird , Advisory Group Chair Closing Prayer from Elder Dan Ross

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3:45 **Group Photo**

4:00 **Adjourn**

Thank you to our principal partner



We would like to acknowledge the financial support of the Government of Canada through Sport Canada and the Department of Canadian Heritage.

Thank you to our supporting partner



uOttawa

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For full bios, please visit ppforum.ca



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Sport Law & Strategy Group



Ian Bird
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James Carson
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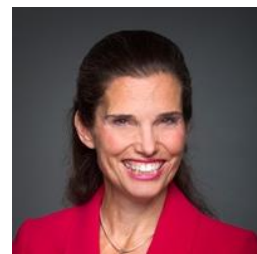
Cindy Crapper
City of Vancouver



Karri Dawson
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Marco di Buono
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**The Honourable
Kirsty Duncan**
Minister of Science and Sport

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Elder Dan Ross



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APPENDIX B: Levers of Change

Examples of LEVERS OF CHANGE

to trigger more Values-Based Sport (VBS) in Canada

SECTOR	OPPORTUNITY
Government	- provincial and territorial governments mandate the integration of VBS into elementary and high school phys ed curriculum in addition to intramural sport and school teams
	- sport organizations must meet specific VBS criteria to qualify for federal or provincial funding; must agree to annual VBS audits
	- at the municipal level, user agreements for recreational facilities give preference to organizations/clubs that meet VBS criteria
	- Federal income tax credit for children who are physically active is contingent on the sport organization meeting VBS criteria
	- provincial, national or international sports events must meet VBS criteria to qualify for government support (starting with the bid process)
	- (with corporate support) national public awareness campaign
Corporate	- funding/sponsorship offered only to organizations and initiatives that meet specific VBS criteria
	- Canadian professional sport teams champion VBS and use it as a platform for their community engagement initiatives
	- large sports equipment manufacturers incorporate VBS branding into their products and promotional materials
Sport	- VBS becomes the common language or lexicon for the communication/demonstration of Olympic and Paralympic values in Canada
	- through a coordinated social movement, parents demand a VBS experience for their children
	- VBS is adopted as a fundamental underpinning to all certification requirements for Canadian coaches and officials
Philanthropic	- funders subsidize registration only for clubs that meet specific VBS criteria
	- (with Government, Corporate) national awards program to recognize exceptional VBS programs
Media	- development and national dissemination of VBS Public Service Announcements

