



RÉSEAU DES INSTITUTS DU SPORT  

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SPORT INSTITUTE NETWORK

# Canadian Sport Centre Atlantic Strategic Plan 2020-2028

*Updated Draft – June, 2020*



**To effectively partner with leading organizations including:**

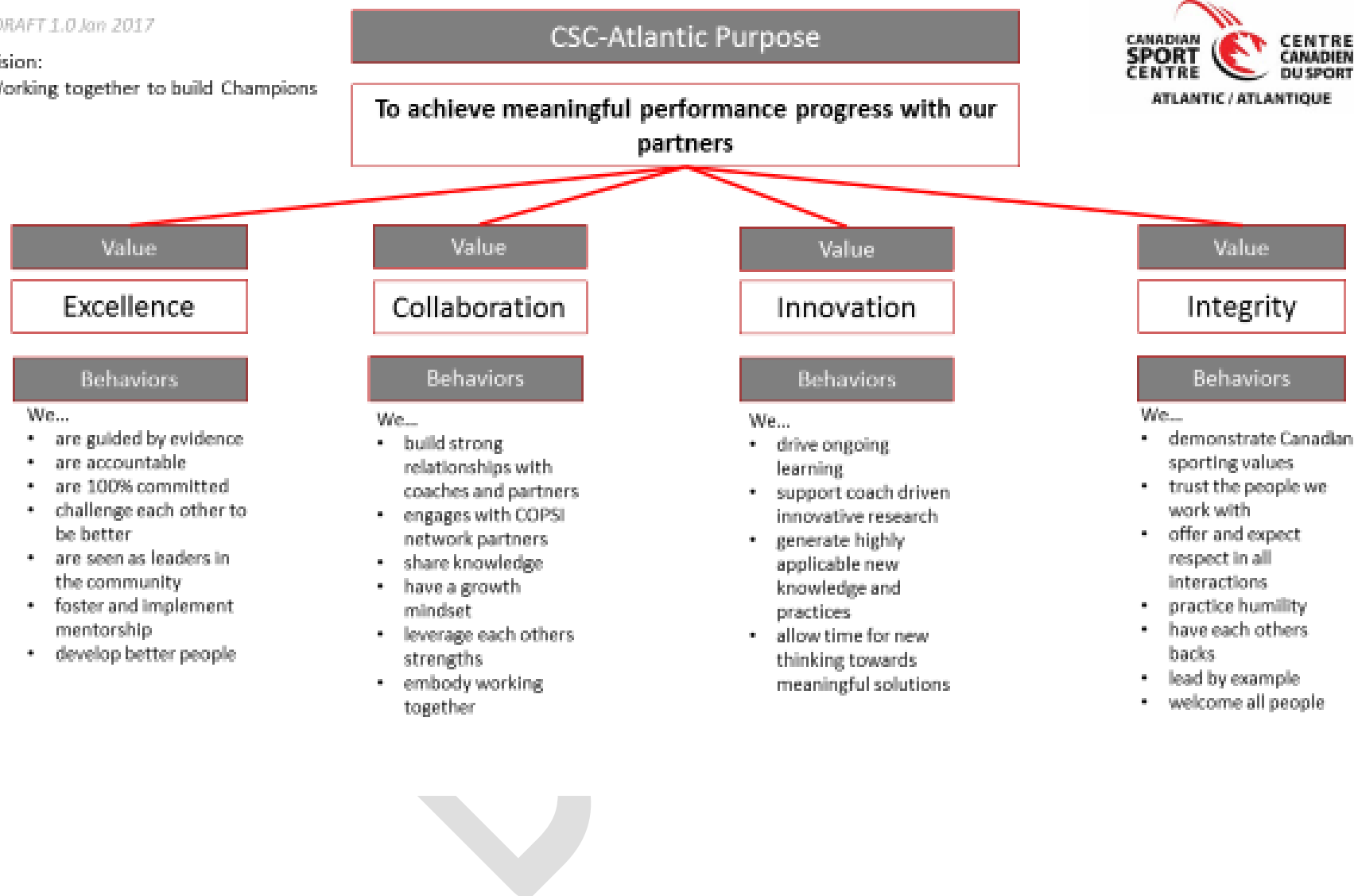
- Sport Canada
- Canadian Olympic Committee
- Canadian Paralympic Committee
- Coaching Association of Canada
- Own The Podium
- Province of New Brunswick
- Province of Newfoundland and Labrador
- Province of Nova Scotia
- Province of Prince Edward Island
- COPSIN
- NSOs and PSOs
- Universities and Colleges
- Private Sector Partners
- B2ten



DRAFT 1.0 Jan 2017

Vision:

Working together to build Champions



**Strategic Priorities**



1. **Optimal Daily Training Environment** for identified high performance athletes, training groups and their coaches which includes the provision of performance services, facility access and accessibility, life services and all other ancillary support.
2. **Coaching Service and Development** includes the formal and informal professional development opportunities directed at improving athlete performance. Providing coaches support through quality daily training environment conditions and access to appropriate professional development.
3. **Sport Science and Medicine Experts** are identified, trained, employed and continue their development as experts to support coaches and Canada's current and future Olympians and Paralympians.
4. **Operations** which highlights leadership & partnerships to effectively deliver support for all activities of the CSCA. The supporting activities and capacity which are required to reach the COPSI Network collective objectives.

Podium Performances - Regional	CSCA	2015		2017		2019	
		Actual	Target	Actual	Target	Actual	Target
Events	Measures						
Canada Games	% of medals won by Atlantic Canadian provinces	4.48%	10%	9.82%	10%	5%	7%

Podium Performances - National	CSCA	2016		2017		2018		2019		2020	
		Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target
Events	Measures										
Olympics and Paralympics	# of CSCA Supported Athletes winning medals at Olympics	0	3			2	1				3
	# of CSCA Supported Athletes winning medals at Paralympics	2	5			0	1				2
	# of CSCA Supported Athletes competing at Olympics	10	12			2	5				10
	# of CSCA Supported Athletes competing at Paralympics	11	10			0	3				11
World Championships	# of CSCA Supported Athletes Winning Medals - Senior	2	1	7	3	10	2	6	7		2
	# of CSCA Supported Athletes Winning Medals – Age Class	3	5	5	5	9	8	9	9		3
	# of CSCA Supported Athletes participating	45	65	57	70	61	75	43	62		45



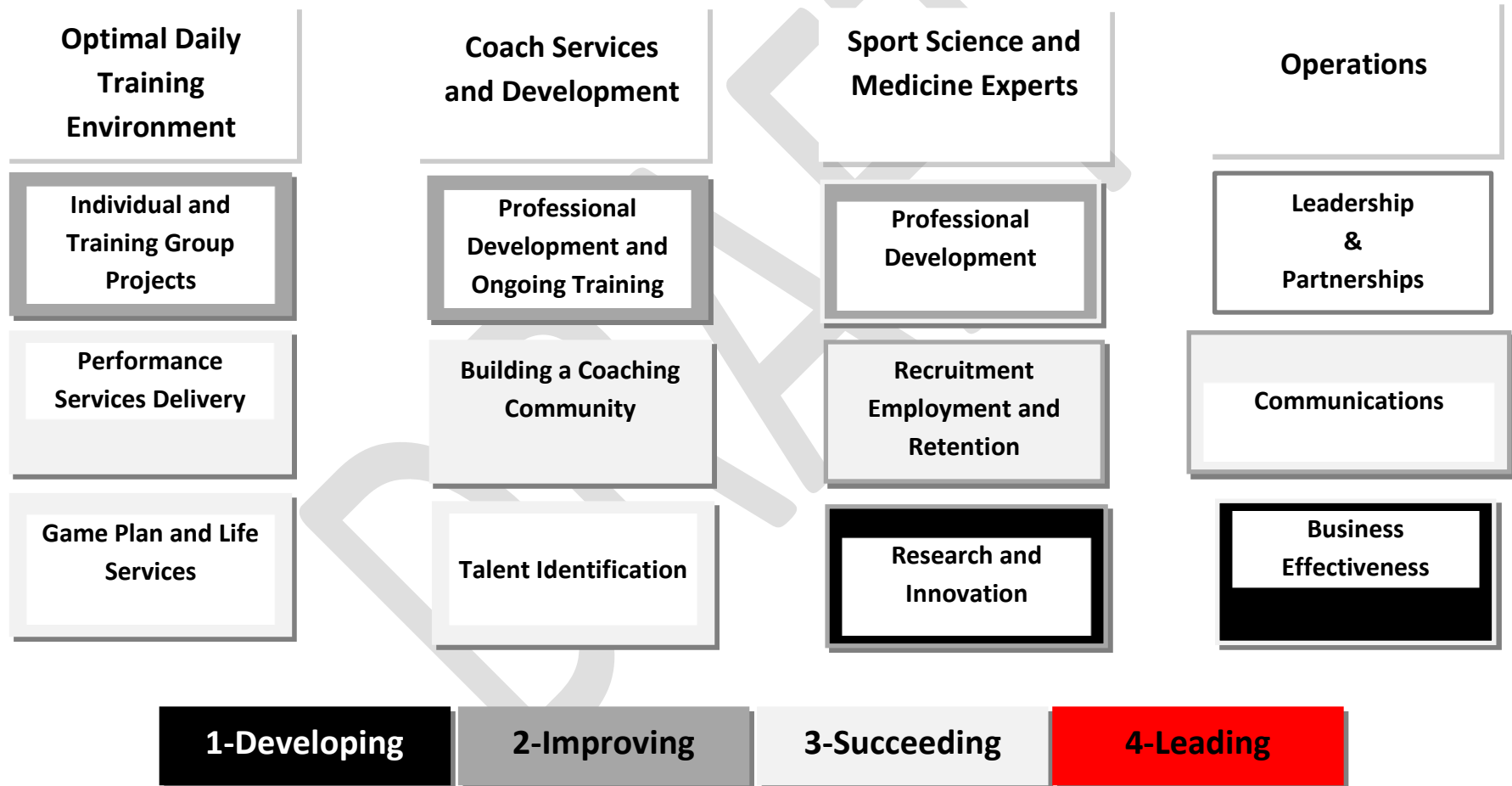
Number of Carded Athletes	# of carded athletes actively supported by the CSCA	71	70	59	72	72	84	113	75		80
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## Overview of CSCA Strategic Plan Assessment

The overview of the Strategic Plan Assessment provides the CSCA with a snapshot of identified strategic priorities performance using the following parameters: **1. Developing** – Below all targets; **2. Improving** – Meeting some targets, below on some targets; **3. Succeeding** – Meeting all targets, exceeding on some targets; **4. Leading** – Meeting and exceeding all targets. The assessment will be based upon a detailed operational evaluation that is completed annually by the President of the CSCA.





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### Optimal Daily Training Environment (Athletes, Coaches and Training Groups)

Discipline Area	CSCA Lead	CSCA Staff	Outcomes	Evaluation
Individual and Training Group Projects	Evan MacInnis	Meaghan Donahue Wies, Rod Snow, Sarah MacNeil	<ul style="list-style-type: none"> <li>Athletes and coaches have all of the elements of a training environment required to succeed at their respective competitive level.</li> <li>Coaches submit completed training plans, gather and submit regular goals from athletes,</li> <li>Develop a high level of communications with NSO and PSO partners</li> <li>Ignite program has better alignment with major training groups and offers an increased educational experience for athletes.</li> </ul>	<p>Improved athlete results indicated by increased number of Atlantic Canadians making national teams year over year.</p> <p>Positive feedback on NSO Relationship Barometer and CSCA assessments</p> <p>100% of targeted PSOs in each province accessing sport science and coaching services</p> <p>Continued or increased financial investment annually</p> <p>Positive feedback by athletes and coaches through CSCA feedback tools</p> <p>Increase number of NSOs officially partnered with CSCA by two by 2021</p> <p>Tracking of submitted athletes' goals</p> <p>Higher level of engagement from Ignite coaches and academic credit for participation in the program</p>
Performance Services Delivery	Leo Thornley	Scott Willgress, Jeremy Steinbach, Craig MacDonald, Ken Morrison, Mark Gifford, Mike Bawol, Bryce Tully and contractors	<ul style="list-style-type: none"> <li>High quality service delivery is the norm</li> <li>CSCA promotes a proactive integrated performance focused IST based model that meets the needs of NSOs/NTGs. Delivered through high quality coach relationships based on mutual respect and full collaboration</li> <li>Ensure access to appropriate medical services through a network of practitioners, as needed.</li> <li>CSCA operates a safe, highly effective and efficient general training space for strength and conditioning. Fully utilized by a wide range of groups allowing everyone to work hard and enjoy training</li> <li>Training Groups, Coaches &amp; Athletes have access to quality sport multisport facilities and services at the CSCA as well as specific training site as required including:</li> </ul>	<p>Positive feedback by athletes and coaches through CSCA feedback tools</p> <p>Staff profile meets the needs of primary CSCA Training Groups</p> <p>Demand for CSCA providers increases with NSOs and other national partners</p>





			<ul style="list-style-type: none"> <li>○ Strength and Conditioning</li> <li>○ Medical areas</li> <li>○ Counselling space</li> <li>○ Testing facilities</li> <li>○ Nutrition area</li> </ul>	
Game Plan and Life Services	Meaghan Donahue Wies	Sarah MacNeil	<ul style="list-style-type: none"> <li>• Provide a broad range of support beyond the performance services area</li> <li>• Strengthen communication/planning with coaches of individual athletes with Game Plan</li> </ul>	<p>Increased percentage of athletes participating in Game Plan programming annually</p> <p>All CSCA athletes have an intake interview</p>

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### Coach Services and Development

	CSCA Lead	CSCA Staff	Outcomes	Evaluation
Professional Development and Ongoing Training	Natasha Johnson	Sarah MacNeil Provincial Coaching Position	<ul style="list-style-type: none"> <li>▪ Provide the highest quality education and professional develop opportunities to identified CSCA coaches.</li> <li>▪ Provide a quality engagement with key CSCA coaches</li> <li>▪ Collaborate with other coaching groups within Canada (eg. CAC, Coaches of Canada and other leading agencies) on promotion of coaching as a profession.</li> <li>• Determine the different needs of coaches at different points along the performance pathway and their respective development needs</li> </ul>	<p>All CSCA employed or affiliated coaches have identified annual PD plan</p> <p>Increase effectiveness for identified coaches through self and athlete assessments</p> <p>Positive feedback from coaches on PD offered and engagements made with the coach.</p> <p>Track year over year increase in 'engagement' through participation in offerings (in person and online pd and other offerings).</p>
Building an Atlantic Coaching Community	Natasha Johnson	Sarah MacNeil Provincial Coaching Position	<ul style="list-style-type: none"> <li>• Collaborate with the provinces, university and other regional partners to develop coaching</li> <li>• Collaboration with national and provincial partners on the promotion of coaching</li> <li>•</li> </ul>	<p>Develop a CSCA Coaching Advisory Board</p> <p>Increasing number of coaches tracked on the CSCA coaching database</p> <p>Number of vip registered coaches</p> <p>Uptake of community mentorship program</p> <p>Retention of mentee's and vip coaches in active coaching.</p>
Talent Development	Natasha Johnson	Evan MacInnis Sarah MacNeil Provincial Coaching Position	<ul style="list-style-type: none"> <li>• Identify and support Next Generation coaches</li> <li>• Provide a professional pathway for identified coaches to work full-time</li> <li>• Research talent development for coaches and the accompanying support strategy</li> <li>• Pilot a talent development program by 2021</li> </ul>	<p>Database updated regularly</p> <p>Define steps and support given to identified coaches.</p> <p>Retention and success (athletes meeting goals) of CSCA &amp; TLEP coaches</p> <p>First phase of talent development program launched</p>



### Sport Science and Medicine and Research and Innovation

Discipline Area	CSCA Lead	CSCA Staff	Outcomes	Evaluation
Professional Development	Leo Thornley		<ul style="list-style-type: none"><li>Provide an environment where performance staff can continuously improve and grow</li></ul>	Each CSCA performance staff member has an annual and multiyear PD plan
Recruitment, Employment and Retention	Ken Bagnell	Leo Thornley	<ul style="list-style-type: none"><li>Employ quality performance services experts based on the needs of the CSCA's national and provincial partners.</li><li>Provide conditions to staff and contractors which allow a top quality of service to be provided to athletes, coaches and training groups.</li></ul>	Positive feedback from performance services staff during annual reviews regarding work conditions and satisfaction with employment  Retention level of performance staff measured annually
Research and Innovation	Dithurbide	Leo Thornley	<ul style="list-style-type: none"><li>Collaborate &amp; implement the national strategy for applied research &amp; innovation</li><li>Research projects are aligned with coach objectives</li><li>Specific time allocated to research within staff/contractor work plan</li></ul>	New research project is initiated annually  Financial support increases annually from external partners for research project  Results from research initiatives are published



## Operations

Discipline Area	CSCA Lead	CSCA Staff	Outcomes	Evaluation
Leadership & Partnerships	Ken Bagnell	Evan MacInnis/Meaghan Donahue Wies	<ul style="list-style-type: none"> <li>▪ CSCA operates a safe sport environment for staff, athletes and coaches alike</li> <li>▪ Develop and maintain positive relationships with National Sport Organizations</li> <li>▪ Develop multiyear arrangements with NSO partners</li> <li>▪ Recognition as a valued performance partner in the national high-performance system contributing to national level decision making</li> <li>▪ Develop meaningful strategic partnerships with sport system partners regionally including provincial governments, universities and facility operators</li> <li>▪ Development meaningful relations with private sector nationally, regionally and provincially</li> <li>▪ Provide an environment where staff can continuously improve and grow</li> <li>▪ Offer RBC Training Ground Program in each province annually</li> <li>▪ Improve partnership with Canadian Paralympic Committee</li> <li>▪ Participate and, when appropriate, lead coach education opportunities in conjunction with international events.</li> <li>▪ Expand opportunities for Indigenous athletes and coaches across Atlantic Canada</li> <li>▪ Training Groups, Coaches &amp; Athletes have access to an optimal facility to encourage quality Daily Training Environment (DTE)</li> </ul>	<p>Increase number of NSOs investing in the CSCA</p> <p>Grow investments in CSCA core sports (canoe/kayak and sailing)</p> <p>Increase investment from provincial partners</p> <p>Increase investment from private partners. Develop and implement strategy to engage identified private partners</p> <p>Positive feedback from performance services staff during annual reviews regarding work conditions and satisfaction with employment</p> <p>Increase overall attendance in RBC Training Ground by 5%</p> <p>All RBC Training Ground events reaching required attendance numbers individually</p> <p>Paralympic search held annually in Atlantic Canada</p> <p>Increase number of Indigenous athletes tested or training annually year over year</p> <p>Host one sport specific coaching event annually in conjunction with an international event hosted in Atlantic Canada.</p> <p>Identified list of facility needs is complete across Atlantic Canada</p> <p>Agreements for facility usage are multi year.</p> <p>Participation in all major hosting opportunities across Atlantic Canada</p>



			<ul style="list-style-type: none"><li>Develop strategies to expand facility base and influence the building of required facilities</li></ul>	
Communications	Sarah MacNeil	Ken Bagnell	<ul style="list-style-type: none"><li>Strategic communications with primary clients and partners</li><li>Develop an identifiable brand</li><li>Utilize appropriate platforms to reach targeted audience</li></ul>	<p>Plan for each client and partner group developed and implemented</p> <p>Increased traffic on website and through social media annually</p>
Business Effectiveness	Ken Bagnell	Daphne Pellerin	<ul style="list-style-type: none"><li>Create an efficient &amp; effective delivery of our operations</li><li>Utilize best practices in finances and governance</li><li>Create a positive and ethical environment for staff and volunteers</li></ul>	<p>Monthly financial statements produced</p> <p>Policy and Procedures Manual updated annually</p> <p>Bylaws reviewed annually by BOD</p> <p>Staff assessments conducted annually</p> <p>High degree of staff and client satisfaction with the CSCA</p>