



TOWARDS SPORT 2.0  
**HOPE**  
ON THE HORIZON

*Impact Report*

# TABLE OF CONTENTS

INTRODUCTION	_____	<b>02</b>
WHAT WE DISCOVERED	_____	<b>04</b>
TOUR HIGHLIGHTS	_____	<b>06</b>
LEAD THE WAY WITH TRUE SPORT	_____	<b>07</b>
TOUR STOPS	_____	<b>10</b>
FINAL REMARKS	_____	<b>23</b>





# INTRODUCTION

## WHY A HOPE TOUR?

The **Hope on the Horizon Tour** was conceived as part of Sport Law's commitment to support the sport community in modernizing and humanizing its practices. In response to increased expectations related to good governance, risk management, safety, values-based leadership, and so much more, there is a desire to enhance the support provided to sport leaders, who are an instrumental part of the Canadian sport landscape.

## SPORT LAW'S COMMITMENT TO SPORT 2.0

Sport Law has the distinct privilege of having served thousands of sport organizations since our humble beginning and we take great pride in creating helpful resources and providing affordable and relevant services. We enjoy a long-standing relationship with national, provincial, territorial and local sport organizations that are devoted to creating healthy sport environments within their respective communities. We have travelled to every province and territory across our beautiful country, bringing legal and leadership insights to sport organizations since 1992.

During the COVID-19 pandemic, we witnessed a depleted and overwhelmed sport sector, with leaders left wondering how best to navigate these turbulent times. As we returned to play, we noticed a dramatic shift in what participants expected and what was being delivered. There was also a notable change in what participants would tolerate, leaving leaders unsure of how to guarantee a safe and welcoming environment.

As we celebrated our 30th anniversary in 2022, we were more committed than ever to do something to give back to the community we care so much about. The idea of travelling across Canada to have meaningful conversations about healthy, human sport was born, and we set about to find other collaborators who wanted to host these gatherings.

We were looking for a trusted and credible partner to enhance the value proposition. Sport Law has been a champion of True Sport for over two decades and believes that adherence to the True Sport Principles is one of the best risk-mitigation strategies, providing leaders with proactive and positive approaches. The Canadian Centre for Ethics in Sport (CCES), who is a leader in True Sport and values-based sport, agreed to join us on the Hope Tour and offered another way that we could facilitate conversations to demonstrate how ethical sport can foster positive cultures.



# INTRODUCTION

We reached out to every province and territory to invite leaders who shared Sport Law's values of empathy, delivery and stewardship. We proposed an engaging and inspiring agenda that would provide sport leaders with the legal and leadership knowledge to lead and manage differently. We designed an interactive experience where participants could co-create ways to activate their commitment to True Sport. Then we invited them to share their BIG WISHES for a modern, humanistic sport environment... what we began to call "Towards Sport 2.0."

In the end, we travelled to 12 different communities who hosted Hope Tour events:



# WHAT WE DISCOVERED

Every tour stop included an evening panel discussion where local leaders spoke alongside experts from Sport Law and the CCES. Topics explored included addressing the high-level risks affecting sport, ways to improve the current system, how to adopt a proactive approach to values-based sport, and concluded with what the panelists were most hopeful about moving forward. Some recurring themes included:

- **Proactively address root causes:** We need to address the root causes of unethical practices in sport, rather than only treating the symptoms. One participant had this to share: “We keep hearing that we need a public inquiry to focus on maltreatment. I believe that we need a public inquiry that will focus on how we can modernize our broken system so that we can become more effective, efficient, and ethical.”
- **Promote True Sport:** We can embrace a values-based approach to foster a culture of sport that we are proud of, and the [True Sport Principles](#) are a good foundation upon which to build our policies, practices, and programs.
- **Modern sport delivery approach for community sport:** Participants had many ideas for designing a sport system if we were starting at square one. These include making better use of school sport which has the infrastructure already in place to provide quality physical literacy for children and youth. In addition, we can leverage existing recreation centres and professional staff who deliver accessible, affordable, and values-based programming in communities across the country.
- **Mandatory Director training:** Boards of Directors require education to ensure they understand their roles and responsibilities and can access sport-specific governance knowledge. With the Minister of Sport’s announcement requiring training for directors by April 2025, the online [Governance Essentials](#) e-learning program can help enhance decision making, reduce risks, and strengthen ethical practices.
- **Ensure quality communications:** Inadequate communications remain a top area of risk. Overwhelmed volunteers are not able to prioritize communications to ensure participants receive updated information in the medium of their choice, which can contribute to lower levels of trust.
- **Professionalize the sport system:** There is an over-reliance on a volunteer system that is the foundation of the club delivery model. The sport system requires stronger alliances between existing delivery partners, sharing of best practices, new partners invited to the table, and working collaboratively. “We need people working together and sharing their best practices and the work they are doing in all the areas of sport. No more working in silos.”



# WHAT WE DISCOVERED

- **Increase education and training:** The financial and time requirements for adequate volunteer training and education to manage greater expectations is a double-edged sword. Volunteers are willing but the burden is high. "While we might want to get more training, who's going to pay for it, and more importantly, who's going to find the time to do all this new training? It's too much to download on to volunteers," shared one participant.
- **Measure more than money and medals:** We would benefit from moving toward a system that considers the lived experiences of all participants and rewards positive behaviour. This would require a shift away from exclusively focusing on money and medals and towards including measuring culture.
- **Privilege community sport:** While most of the attention goes to elite sport, the vast majority of sport is played at the local level. We heard participants speak about ways community sport must collaborate to ensure a sustainable and principle-driven approach to sport delivery. "We simply can't rely on our current, outdated delivery model. Sport changes people's lives. Let's make sure it's for the better," shared one participant.
- **Sport renaissance:** We believe that the sport system has been on its deathbed for quite some time. Rather than continue to keep it on life support, let's modernize sport, based on shared values. Renaissance means 'rebirth', inviting leaders to join forces to address systemic oppression, inequalities, and unethical behaviour. Let's ask ourselves, "If we were to give birth to a new sport system ... one that was values-based, inclusive, human-centric, and well-resourced, what would it look like?"
- **Sport as a right, not merely a privilege:** We've been talking about making sport a right, not a privilege, for several years. Let's explore how entrenching sport as a right shifts the way we view this valued public asset. In what ways does this new way of looking at sport create possibility? What changes as a result? How does this way of seeing sport shift how we might design it? How does making sport a right reflect our highest values? What's the risk if we approach it from this perspective and, importantly, what is the risk if we don't?

# TOUR HIGHLIGHTS



**12 TOUR STOPS**

---



**OVER 750 PARTICIPANTS**

---



**172 TRUE SPORT ACTIVATIONS**

---



**11 AMAZING COLLABORATORS**

---



**143 WISHES & TESTIMONIALS**

---

During our travels we met with retired and active athletes, coaches, administrators, directors, volunteers, officials, politicians, parents, and the media. We gathered momentum from stop to stop and captured the voices and hopes for a better way. We left each workshop feeling inspired, more committed, and grateful to have met the over 750 participants who share our vision for healthy, human sport.

We heard that people were longing to re-imagine a new delivery model for sport. They were supportive of proactively modernizing policies, practices and programs. This will require a thoughtful, coordinated effort supported by governments, community partners, the public, and leadership. Just like other sectors, sport is at a crossroads, in dire need of an updated operating system. The sport system must commit to leading, managing, coaching and competing by values. Outdated and harmful mindsets and practices must come to an end. We can't modernize our system without the will of the people.

# LEAD THE WAY WITH TRUE SPORT



TRUE SPORT | SPORT PUR

True Sport is an approach to values-based sport that is underpinned by seven principles. When “Go For It, Play Fair, Respect Others, Keep It Fun, Stay Healthy, Include Everyone, and Give Back” are intentionally and consistently activated in sport environments, positive sport experiences that lead to good sport culture are created.

Throughout the Hope Tour, the CCES, in their capacity as network leaders for values-based sport, worked to inspire others to prioritize values-based sport through the activation of the True Sport Principles. The CCES believes that everyone has a role to play in ensuring positive sport experiences. Sport leaders within provinces and territories are an essential part of the sport system and play a key role in sport delivery across the country. At every stop, hosts and participants recognized True Sport as a positive and proactive approach to safe sport.

## True Sport Principles

### Go For It

Rise to the challenge – always strive for excellence. Be persistent and discover how good you can be.

### Play Fair

Understand, respect, and follow the rules. Play with integrity – competition is only meaningful when it is fair.

### Respect Others

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

### Keep It Fun

Find the joy of sport and share it with others. Remember what you love about sport and why you play.

### Stay Healthy

Always respect and care for your mind and body. Advocate for the health and safety of yourself and those around you.

### Include Everyone

Recognize and celebrate strength in diversity. Invite and welcome others into sport.

### Give Back

Say thanks and show gratitude. Encourage your sport group to make a difference in the community.

TRUE  
SPORT  
truesport.ca



Meaningful conversations held across the country indicated a clear desire to celebrate the immense impact that sport can have and the role True Sport can play in creating positive sport environments. Sport leaders shared their excitement for the opportunity to align with the national brand and messaging of True Sport and had a shared goal to promote fair, safe, accessible, and inclusive sport for everyone.

In collaboration with the International Institute for Sport Business and Leadership (IISBL) at the University of Guelph, the CCES conducted a comprehensive assessment of the Hope on the Horizon Tour using both quantitative and qualitative methods. Surveys and interviews were conducted with hosts and participants.

**If you would like a copy of the Knowledge Transfer & Impact: Assessing the Hope on the Horizon Tour 2023-2024 Report, contact: [info@cces.ca](mailto:info@cces.ca).**

The aforementioned report highlights that sport leaders from across the country are committed to activating True Sport in four distinct categories:

## 1. ONGOING COMMITMENT, POLICIES, AND CODES OF CONDUCT

Both provincial and territorial sport organizations and community sport organization leaders expressed a commitment to:

- Encourage their membership to join True Sport and offer organization-wide education at key events (i.e., annual general meetings and coaching workshops),
- Adopt the True Sport Principles and revise their internal policies, by-laws, and codes of conduct to ensure that they are aligned with a values-based approach to sport, and
- Encourage key partners (e.g., schools, facility operators, league members) to include True Sport as part of their partnership agreements.

## 2. CONSTANT COMMUNICATION

Beyond adopting the True Sport Principles and joining True Sport, sport leaders are committed to:

- Increasing the awareness of the importance of values-based sport and sharing True Sport messaging,
- Ordering and displaying True Sport signage, posters, and other educational materials at facilities and events, and
- Including #TrueSport and #TrueSportpur as key hashtags for social media posts.



### 3. EDUCATION AND KNOWLEDGE TRANSFER

Sport leaders are committed to:

- Ensuring that the adoption of True Sport is more than a symbolic gesture. Notably, many tour participants shared plans to create or expand education programs that introduce key constituents in their organizations to True Sport,
- Adding CCES and True Sport information to existing resource hubs (e.g., including the True Sport Principles in marketing material for registration and parent packages),
- Engaging school board partners to introduce True Sport in interscholastic athletics and as lessons in physical education, and
- Creating workshops and membership events across all ages and levels of competition where participants learn about and commit to the True Sport Principles.



### 4. TRUE SPORT EVENTS AND COMPETITIONS

Sport leaders are committed to:

- Declaring events as True Sport Events. Organizations express their commitment to values-based sport and incorporate the True Sport Principles into meaningful aspects of competitions and training programs. This fosters positive sport environments and ensures the benefits of sport are realized.
- Educating the sport community about values-based sport at events to encourage widespread True Sport adoption.



# TOUR STOPS

*From the Yukon to Newfoundland,  
and everywhere in between.!*



Stop #1: Charlottetown, PEI

# HOPE ON THE HORIZON

## DATES

April 20-21, 2023

## OUR HOSTS

Sport PEI

## NUMBER OF PARTICIPANTS

52 Participants

## HIGHLIGHTS

- Participants were so grateful to gather, learn and talk about current risks and emerging opportunities. For many, this was the first time they had been together since the beginning of the pandemic.
- As sport in PEI is so reliant on volunteers, there was a willingness to explore a different delivery model to ensure quality programming. Risks related to volunteer burnout, lack of capacity to meet growing expectations, and insufficient funding surfaced throughout the conversation.
- Collaborations with school sport and recreational facilities emerged as possible ways sport could be delivered in the future.



“

It was an honour to host the kickoff of the Hope on the Horizon Tour and to gather as a group of people who believe in the power of sport. These are challenging times and many of us are re-imagining what sport could be going forward. It was inspiring that the Hope Tour was a chance to get representatives from so many sports in one room to discuss the future of sport in our province. Leaders from Sport Law and the CCES provided practical advice to help with board issues and facilitated meaningful conversations about the importance of intentionally basing decisions on organizational values. We are ready to reclaim sport.

”

Gemma Koughan, Executive Director, Sport PEI.

Stop #2: St. John's, Newfoundland

# HOPE ON THE HORIZON

## DATES

April 28-29, 2023

## OUR HOSTS

SportNL

## NUMBER OF PARTICIPANTS

83 Participants

## HIGHLIGHTS

- We had engaging conversations about the challenges of delivering consistent, quality sport experiences due to a reliance on volunteers. While volunteers are committed and passionate about sport, too many don't have the time, knowledge or capacity to meet the growing expectations.
- There is a desire to be more proactive instead of reacting to the tyranny of the immediate. Participants were open to redesigning a delivery model that was built for 21st century realities, not trying to conform to outdated systems, models and policies.
- Participants spoke about how True Sport is a trusted brand that connects everyone around a same vision. There was a commitment to embed these principles more intentionally moving forward and a desire to lead by example.



“

It was wonderful to bring people back together after so many years of being apart. We were inspired by what we heard, and we support a vision for sport that is welcoming, respectful, inclusive, and ethical. With the support of values-based leaders from Sport Law and the CCES, we also have trusted partners who can help us reduce risks and invest in quality leadership. We're really looking forward to seeing how things play out across the country.

Troy Croft, Executive Director, SportNL

”

## Stop #3: Yellowknife, Northwest Territories

# HOPE ON THE HORIZON

### DATES

May 26-27, 2023

### OUR HOSTS

Sport North

### NUMBER OF PARTICIPANTS

63 Participants

### HIGHLIGHTS

- Participants expressed a desire to share best practices, procedures and lesson learned to promote True Sport and to help reduce maltreatment. There was a plea to stop working in silos and to put in place collaborative networks.
- A theme around ensuring equitable and inclusive environments surfaced among participants. People acknowledged that more needs to be done to 'walk the talk' with respect to equity, inclusion and diversity. By ensuring that policies are in place that mandate minimum standards, participants felt this would support the much needed change.
- Participants shared that there is a need for more education of Board of Directors and leadership training opportunities for leaders.



“ We are really grateful to Sport Law and the CCES for inviting us to collaborate with them in what we feel is a pivotal time for sport. I think people are inspired by what we experienced and are looking forward to putting these tangible and practical leadership and legal solutions in place to reduce risks and, more importantly, to ensure we are creating a thriving environment for the young people we are here to support.

Bill Othmer, Executive Director, Sport North

”



Stop #4: Toronto, Ontario

# HOPE ON THE HORIZON

## DATES

September 12, 2024

## OUR HOSTS

Markel Group Inc.

## NUMBER OF PARTICIPANTS

33 Participants

## HIGHLIGHTS

- Participants acknowledged the need to be more proactive and to put in place standards to ensure a consistent and values-based approach to sport delivery from grassroots to national level.
- There was a consensus that sport needs to be resourced appropriately if we are to meet the growing needs and shared expectations. Participants indicated that there is simply no way for sport to fulfill its potential on a shoestring budget and limited capacity. If we truly value sport, we need to fund it accordingly.
- People shared a growing desire for more transparency. With trust levels being low, sport must demonstrate it is walking the talk with respect to leading by values.



“

We were thrilled to welcome sport leaders from national, provincial and community sport organizations in our downtown offices for an informative and inspiring day exploring legal and leadership topics.

Brenda McClung, Assistant Vice President, Markel Play

”

# Stop #5: Vancouver, British Columbia

## HOPE ON THE HORIZON

### DATES

September 28-29, 2023

### OUR HOSTS

[Sport BC](#)

### NUMBER OF PARTICIPANTS

51 Participants

### HIGHLIGHTS

- Participants expressed a desire to redesign a sport system that would meet the needs of a more modern and diverse population. This would include re-examining funding models, governance structures, collaborations among various government bodies, and how sport is delivered at the community sport level.
- There was a growing appetite for more accountability on how decisions are made and programs implemented, especially at the community level. Too many conflicts of interest exists that erode confidence and trust among participants. Let's look at other sectors like school systems and recreation centres to re-imagine how sport could be offered at the community levels.
- Enhanced collaboration at all levels will help to ensure quality, coordinated and consistent experiences for participants.



“ Sport BC is committed to providing meaningful learning opportunities for our members, the leaders of amateur sport in British Columbia. Partnering with Sport Law and the Canadian Centre for Ethics in Sport to host Hope on The Horizon was exactly what our members needed. We so appreciated participating in two inspiring days of dialogue, learning, and collaboration.

Rob Newman, President and CEO, Sport BC





Stop #6: Whitehorse, Yukon

# HOPE ON THE HORIZON

## DATES

October 27-28, 2023

## OUR HOSTS

Sport Yukon

## NUMBER OF PARTICIPANTS

41 Participants

## HIGHLIGHTS

- Participants spoke about wanting to ensure a thriving culture and expressed an interest in working more collaboratively with each other to share resources and mitigate risks. There was a desire to measure a more holistic approach by ensuring that the lived experience of participants is also taken into account. People want to ensure that Indigenous youth, girls and women, people with disabilities, people of colour and other marginalized groups feel included.
- Beyond ensuring a safe and welcoming environment, participants were longing for leadership to promote the True Sport Principles in order to prevent unethical behaviour before it happens. People expressed frustration at always being in reactive mode when there is a deep desire to do the right thing.
- Increasing the capacity of clubs by paying people to lead, coach and officiate instead of relying on volunteers who are simply not able to keep up with the demands.



“ Hosting the Hope on the Horizon Tour provided meaningful and helpful support to the dozens of administrators, mainly volunteers, who are longing for practical advice on how to improve their programs and policies. I think that when sport is at its best, we’re not competing against each other. We’re finding our commonalities.

Tracey Bilsky, Executive Director, Sport Yukon ”

Stop #7: Iqaluit, Nunavut

# HOPE ON THE HORIZON

## DATES

November 10-11, 2023

## OUR HOSTS

Sport and Recreation Division,  
Government of Nunavut

## NUMBER OF PARTICIPANTS

62 Participants

## HIGHLIGHTS

- There was a sense that Nunavut must continue to innovate and be creative given the geographic and environmental realities that make sport and recreation delivery more challenging. It may not serve this community to import practices and policies that were not designed to meet their needs.
- Participants were keen to explore ways to enhance the collaboration between and among their various sport organizations and clubs, including partnering with schools and other local community-based collaborators.
- Restorative practices and learning from Indigenous wisdom could be incorporated into non-indigenous sports to build community, connect to the land, and foster values that are not necessarily a part of the traditional sport system.



“ We were delighted to collaborate with the CCES and Sport Law to offer a legal, leadership and True Sport Activation workshop to enhance the capacity of our territorial sport leaders. We are more motivated than ever to modernize how we deliver sport programs in Nunavut and welcomed the opportunity to learn from participants to co-create a more inclusive and inspiring vision. ”

Mariele Depeuter, Director, Sport and Recreation Division, CGS



## Stop #8: Fredericton, New Brunswick

# HOPE ON THE HORIZON

### DATES

November 23-24, 2023

### OUR HOSTS

SportNB

### NUMBER OF PARTICIPANTS

73 Participants

### HIGHLIGHTS

- Deep desire to ensure that sport becomes a safer space for members of the 2SLGBTQ+ community and other disenfranchised groups. People are longing for connection and belonging and aren't necessarily going to experience a positive experience in our current fractured and depleted sport system.
- There is a longing for people to gain access to updated, evidence-based, and humanistic practices to support the modernization of sport. The needs of elite athletes are not the same as the ones for children and youth who want to play, not compete. We must ensure that values lead the way, and that competitive sport becomes an option, not the main experience for participants.
- Participants expressed the need for more human resources support, a significant increase in funding, commitment to increase the education and training of staff and Boards, and professional development opportunities as an ongoing commitment to learn and grow.



“ Sport NB was happy to collaborate with CCES and Sport Law to provide strategic and meaningful professional development opportunities to our members, as they are essential leaders in the delivery of amateur sport in New Brunswick. We were able to create an engaging session to foster capacity among our sport leaders as we look to evolve our sport environment here in New Brunswick. Over the past few years, we have been working in collaboration with community partners as part of our Envisioning Sport Project as we look to align our vision for a safer, more inclusive, and welcoming sport environment. Our sport administrators and volunteers walked away more connected as a community. ”

Sabrina Durepos, Former Interim CEO, Sport NB



Stop #1: Dieppe, New Brunswick

# HOPE ON THE HORIZON

## DATES

March 23, 2024

## OUR HOSTS

City of Dieppe

## NUMBER OF PARTICIPANTS

53 Participants

## HIGHLIGHTS

- Participants enjoyed getting to know the range of services being provided in French to support residents of Dieppe. It was refreshing and inspiring to learn from so many dedicated volunteers and staff who are committed to making our city a wonderful place to grow, live, and connect.
- Participants shared that it was often overwhelming to maintain the momentum as volunteers, given the increased demands and the desire to provide quality services and experiences to their members. More needs to be done to ensure that people will continue to volunteer.
- There was a desire to provide more governance and leadership support to ensure that the organizations were meeting their legal obligations and ethical commitments.



“ The City of Dieppe was so impressed by the experience they had in Fredericton during the Hope Tour that they decided to host a legal and leadership workshop for their local community organizations. This particular session was open to all local volunteers and staff of community and social services organizations including those providing services to youth, elders, new Canadians, reading programs, LGBTQ2+, and so much more. Program Manager Jonathan Desroches shared: “It was inspiring to see such dedicated volunteers and staff joining forces to learn from each other and share better ways of providing services.”

”

Stop #10: Winnipeg, Manitoba

# HOPE ON THE HORIZON

## DATES

May 3-4, 2024

## OUR HOSTS

Sport Manitoba

## NUMBER OF PARTICIPANTS

74 Participants

## HIGHLIGHTS

- A values-based approach to support healthy sport experiences for everyone was a main theme during the two day conference. Beyond putting in place the necessary safe sport requirements, participants were longing for more proactive standards related to values.
- A new way to provide governance and leadership support to provincial sports organizations was explored. With staff feeling depleted due to the revolving-door nature of Boards to the uncertainty of having enough volunteers to fulfill the needs, the sport system must be re-imagined to align with current day expectations.
- Looking to align and collaborate with existing sectors like schools and community centres who are in the business of healthy childhood development may create efficiencies and synergies that are not available within our current sport delivery model.



“

As a progressive sport agency, we believe in empowering our leaders to ensure they have the confidence and competence to lead with purpose and integrity.

Collaborating with the CCES and Sport Law to offer legal, leadership and True Sport Activation workshops was another way for us to give our volunteers and administrators the support they need to lead and manage in alignment with their values.

Janet McMahon, CEO, Sport Manitoba

”

**SPORT LAW**

**TRUE  
SPORT**

**CANADIAN CENTRE  
FOR ETHICS IN SPORT**

## Stop #11: St. Catharines, Ontario

# HOPE ON THE HORIZON

### DATES

May 24-25, 2024

### OUR HOSTS

Brock University's Centre for Sport Capacity

### NUMBER OF PARTICIPANTS

36 Participants

### HIGHLIGHTS

- Community sport is where the vast majority of participants exist yet it's not afforded the time nor the resources required to ensure a safe, welcoming and values-based environment.
- The delivery model of sport at the local level must serve the needs of all community members - yet - expectations from national level organizations are downloaded upon the shoulders of volunteers with very little regard for their capacity needs or the complexity of what is required.
- For the most part, sport is operating with a 20th century structure when a more modern, interconnected system is necessary.



“As the first community-focused host, we were very excited to bring together local thought leaders who care deeply about shaping a healthier and more inclusive sport system. Community sport is the foundation that drives overall participation. As such, we believe it is imperative that community stakeholders are supported through leadership development, and are part of the collective conversation to revolutionize our outdated sector.”

Dr. Julie Stevens, Professor of Sport Management and Director,  
Centre for Sport Capacity at Brock University



Stop #12: Ottawa, Ontario

# HOPE ON THE HORIZON

## DATES

June 4, 2024

## OUR HOSTS

Markel Inc.

## NUMBER OF PARTICIPANTS

37 Participants

## HIGHLIGHTS

- Shared some of the experiences and hopes of all participants with a predominant message of the desire for sport to become a national priority. True Sport as an approach to fostering positive sport culture through values-based sport was highlighted throughout our travels.
- Shared a holistic approach to leadership and cultural transformation that were expressed throughout the Hope Tour.
- Encouraged good governance practices, Director's training, sport safety requirements, and commitment to diversity at all levels.



“

We were delighted to contribute to hosting two events in Ontario and are so inspired by the thoughtfulness and commitment of the participants to improve legal and leadership practices. As a global sport sector partner, we believe in helping our clients mitigate risks and proactively enhance the environment for all participants. We are very excited to be working alongside sector leaders like the CCES and Sport Law who are equally committed to ensuring a welcoming and safe experience for all.

Brenda McClung, Vice President of Sectors, Markel Canada.

”

# FINAL REMARKS

## HOPE IS HERE!

As we travelled across the country, we sensed a shift from leaders being overwhelmed, depleted and frustrated towards a more hopeful and optimistic view of the future. While there are many unresolved issues and challenges that remain at the forefront of leaders' minds, we believe there is a willingness to tackle the barriers with an open mind and heart.

### **This will take courage.**

A modern sport organization must be led by leaders who believe in a better way. This includes a commitment to elevating the sport system towards a Platinum Standard. It's time to make a collective commitment toward a more hope-filled and healthy sport system. Let's commit to:

**Commitment 1:** Adopt a Management by Values ethos within our culture that is supported by sound policy and practices. We commit to identifying, defining, measuring and communicating our promise to manage and lead in accordance with our values including complying with relevant codes, legal requirements, and societal standards.

**Commitment 2:** Invest in our people through proactive and customized learning experiences that support their professional development and personal fulfillment. As a minimum, we provide training to our staff and volunteers so they can thrive, ensure our volunteer Directors are trained in their fiduciary responsibilities, update employment practices and expectations, provide mental health first aid, and enhance communications strategies to resolve tension and conflict respectfully.

**Commitment 3:** Commit to the True Sport Principles as our promise to uphold our commitment to fair, safe, accessible and inclusive experiences for all participants. We believe that when we intentionally and meaningfully activate True Sport as the approach to values-based sport, we foster a culture of good sport. When sport is healthy on the field of play, sport organizations and all those who participate can thrive.

**Commitment 4:** Ensure that athletes have the knowledge and training they need to advocate for self and others while fostering a sense of pride and belonging. Athletes at all stages are encouraged to adopt a holistic approach to their well-being. When athletes excel and become a member of a competitive team, they are prepared to become ambassadors for healthy sport and are given the tools, compensation, agency and acknowledgement needed to thrive.



# FINAL REMARKS

**Commitment 5:** Invest in coaches and officials. Coaches and officials are essential as the field of play caretakers of our values and commitments. Our coaches are self-aware leaders who support an integral approach to human development including the physical, emotional, interpersonal, spiritual, and mental health of those they support. Our coaches are emotionally intelligent tacticians who have a shared passion for sport and embody the knowledge, skills and mindset to support the fulfillment of athletes and the delivery of values-based programming. Our officials, referees, and umpires are an integral part of sport, and there would be no games without them.

**Commitment 6:** Manage conflicts that arise in accordance with our policies, procedural fairness, and with an ethic of care that reflects our values. As signees to sport-specific codes, we will serve as responsible stewards to navigate conflict in an inclusive, fair, and transparent manner.

**Commitment 7:** Commit to more inclusive and transparent experiences by ensuring our sport reflects diversity at all levels. Our belief is that decision-makers ought to reflect the diversity of those that participate in sport. To honour this promise, we commit to learning about and embodying culturally diverse practices.

**Commitment 8:** Structure our governance model in a manner that reflects leading practices and the needs of the organization. We commit to mitigating conflict, managing risks as they arise, and communicating openly and proactively.

**Commitment 9:** Renewing our culture by examining our effectiveness, providing our people with voice and choice, and looking for ways to improve. We commit to intentionally monitoring and measuring what matters most... we want to know how people feel about the environment we are creating.

**Commitment 10:** We commit to adding more commitments to maintain relevance and to stay humble.

**SPORT LAW**

**TRUE  
SPORT**

**CANADIAN CENTRE  
FOR ETHICS IN  
SPORT**

# ACKNOWLEDGEMENTS

**The Hope on the Horizon Tour began as our way to make a positive difference and to rekindle hope in the sport sector. As we completed our last tour stop, we are forever changed by this experience and so grateful to the hundreds of committed sport leaders who stand united in purpose, ready to make the leap towards Sport 2.0.**

As with any significant project, there are several contributors whose passion and commitment made this journey possible. We are so grateful for your positive outlook and the significant contributions that you made leading up to and throughout the Hope on the Horizon Tour:

Hope Tour Communications specialists: **Taylor Matthews & Valerie Koch**

Hope Tour editors: **Dina Bell-Laroche and Megan Cumming**

Hope Tour Impact Report writing and design team: **Dina Bell-Laroche and Valerie Koch**

Hope Tour Champions: **Steve Indig, Karri Dawson, Melissa Sullivan and Dina Bell-Laroche**

***“Leaders are at the top of their game when they act from their deepest values and instincts.”***

Robert E. Quinn, Moments of Greatness, 2005

---

**SPORT LAW**

**TRUE  
SPORT**

**CANADIAN CENTRE  
FOR ETHICS IN SPORT**

# **APPENDIX A**

## *Sample Workshop Agenda*

## Hope on the Horizon Agenda

### Purpose

In response to increased expectations related to good governance, risk management, safety in sport, values-based leadership, and so much more, Sport Law has collaborated with the Canadian Centre for Ethics in Sport and Provincial and Territorial Sport Collaborators to bring much needed legal and leadership support to the provincial and territorial sport organizations who are an instrumental part of the Canadian sport landscape.

### Learning outcomes

- Increased knowledge of critical legal and leadership issues
- Increased knowledge of True Sport and practical approaches to safeguard a quality sport experience for participants
- Increased confidence to apply key concepts in their role as sport leaders
- Increased appreciation for their role as sport leaders
- Increased connection to peers

### Principles

To support the Hope on the Horizon Tour, the following Principles will be promoted:

- Open mind and heart – I commit to staying curious and welcoming of new perspectives
- Collaboration – I commit to working together towards a renewed sense of hope for the future of sport
- Inspired action – I commit to applying some of what I will learn during the Hope on the Horizon Tour to better support an ethical sport experience
- Generous listening – I commit to creating a safe environment for myself and others while participating in the workshop
- Quality of presence – I commit to reflecting on my own needs and thoughtfully responding throughout the workshop

**Agenda**

**Friday Evening – Gathering our Community 19 h 00 – 20 h 00**

<b>Time</b>	<b>Content</b>
18 h 00	Set-Up Meet and Greet
19 H 00	Welcome by host
19 H 10	Panel Discussion on pressing issues affecting sport; high level risks that need addressing; what are people most hopeful for?
19 H 20	Questions from participants
20 H 30	Closing remarks by Host

**Saturday – Learning, Connecting, & Resourcing Ourselves 9 H 00 – 16 H 00**

8 H 15	Set Up and meet and greet
9 H 00	Welcome by Hosts <ul style="list-style-type: none"> <li>• Why we feel it’s important to resource sport leaders</li> <li>• Acknowledge the complexity</li> <li>• We can’t have good sport without healthy administrators</li> </ul> Introduces Sport Law and CCES
9 H 10	Opening reflection including: <ul style="list-style-type: none"> <li>• Land Acknowledgement</li> <li>• Invite people to reflect on why they are here and what they hope to get out of this session</li> <li>• Fun Check in</li> </ul>
9 H 25	Hot Legal topics <ul style="list-style-type: none"> <li>• Fundamental legal obligations of an incorporated organization</li> <li>• Fundamental legal issues that are on the horizon</li> <li>• Update on complaint management processes</li> <li>• Directors responsibilities/ Governance Essentials</li> </ul>
10 H 45	Break
11 H 15	Leading a 21st Century Sport Organization <ul style="list-style-type: none"> <li>• Big trends affecting sport</li> <li>• Management by Values</li> <li>• Measuring Culture</li> </ul> Quality of Presence
12 H 30	Lunch
13 H 30	Activating True Sport <ul style="list-style-type: none"> <li>• What is True Sport</li> </ul>



# SPORT LAW

We know sport.

	<ul style="list-style-type: none"><li>• Examples to be inspired from</li><li>• Ways to make this practical</li><li>• Immediate next steps: Becoming a champion for True Sport</li></ul>
14 H 45	Break
15 H 00	Open Mic
15 H 50	Expressions of gratitude Next steps Invite participants to complete online survey immediately
16 H 00	Goodbyes

To Elevate Sport.

sportlaw.ca

# **APPENDIX B**

*Sample PowerPoint*



# HOPE TOUR: RE-IMAGINING HEALTHY, HUMAN SPORT

Understanding the legal, leadership and True Sport imperatives to foster  
a thriving sport environment

**SPORT LAW**

**HOPE**  
ON THE HORIZON

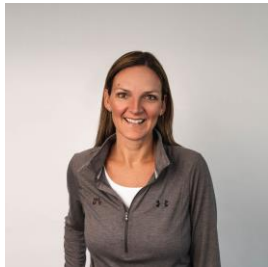
CANADIAN CENTRE  
FOR ETHICS IN SPORT

# HOPE TOUR CHAMPIONS



**Dina Bell-Laroche (she/her)**  
*Sport Law Partner, Leadership Coach*

Dina specializes in leadership coaching, strategic planning, communications, risk management, cultural transformation, as well as grief and loss. Dina's passion is to support sport leaders who want to develop, learn, grow, and thrive.



**Karri Dawson (she/her)**  
*Executive Director of Values-Based Sport, CCES*

Karri leads a diverse team that works to activate a values-based approach to sport through True Sport; examines ethical issues that threaten the integrity of sport; and develops education to support athletes and promote clean sport.



**Steve Indig (he/him)**  
*Sport Law Partner, LLB*

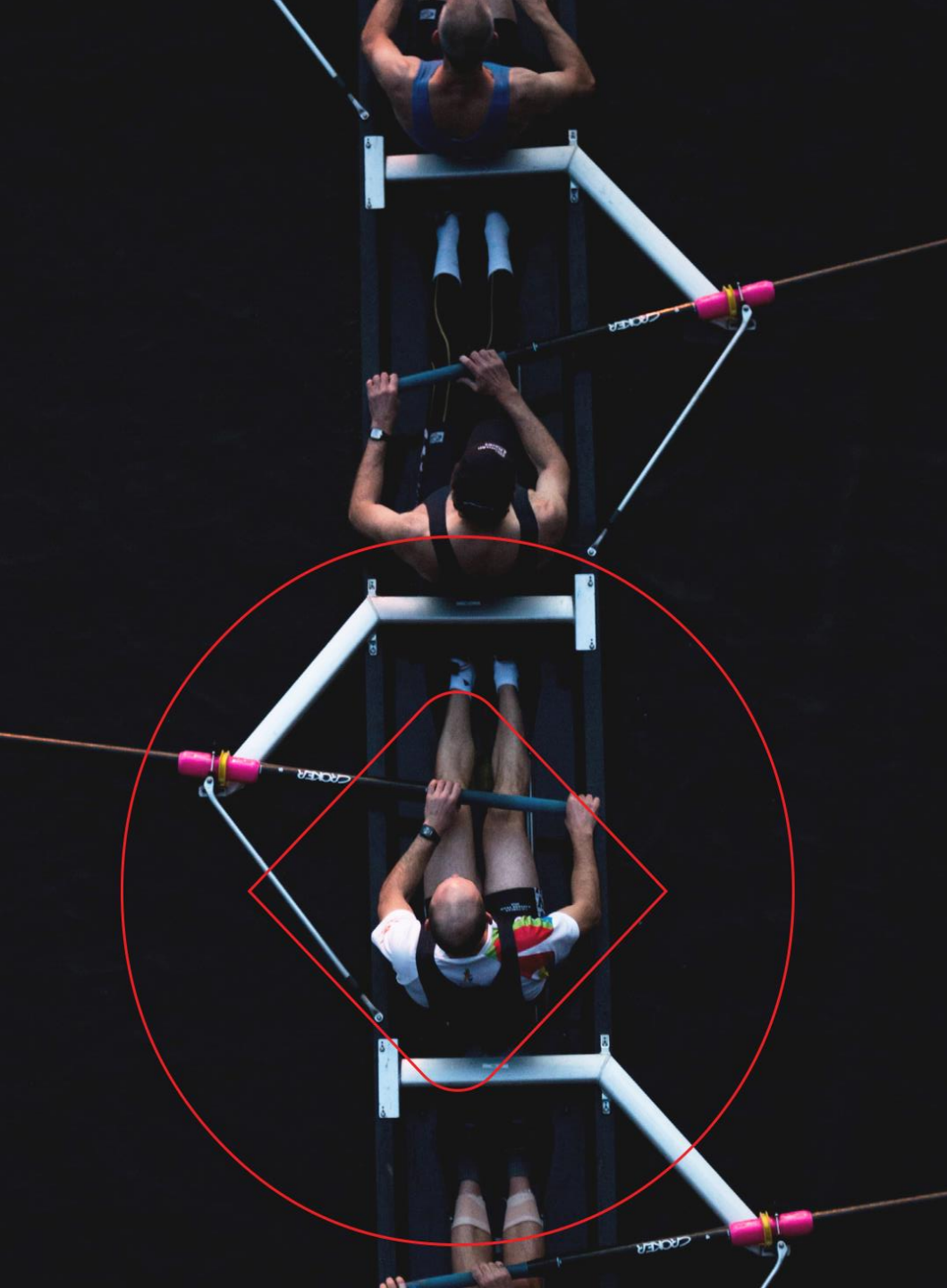
Steve has had the opportunity to work with over 1000 national, provincial, and local sport organizations providing consulting and legal services related to governance, employment, contracts, policies, disputes, and privacy.



**Melissa Sullivan (she/her, they/them)**  
*True Sport Coordinator, CCES*

Melissa is based in Nova Scotia and works with sport leaders to activate True Sport in a meaningful and intentional way. With over 15 years as a sport administrator with demonstrated consultation and facilitation skills, Melissa is passionate about amplifying community voices.





# AGENDA

- ◊ Welcome from our Host
- ◊ Invitation to our learning day
- ◊ Leading in the 21<sup>st</sup> Century
- ◊ Break
- ◊ Hot Legal Topics
- ◊ Lunch
- ◊ True Sport Activation
- ◊ Open Mic – forum to discuss legal, leadership and ethical dilemmas
- ◊ Connected closure

# ABOUT SPORT LAW



At Sport Law, we believe in the power of True Sport to make sport better. Our mission is to work alongside sport leaders to help you achieve clarity and purpose through:

- ◊ Leadership, Leadership Coaching and Human Relations
- ◊ Legal Services
- ◊ Governance and Risk Management Solutions
- ◊ Planning and Financial Solutions
- ◊ Communications and Marketing Solutions
- ◊ Inclusive Solutions

# SPORT LAW

## OUR TEAM



# HOW ARE YOU FEELING TODAY?

**BLUE.** Low energy, disconnected, unmotivated. Feeling sad, bored, and/or distracted.



**GREEN.** Productive, balanced calm. Feeling positive with room to innovate.



**RED.** Overloaded, major stress. Feeling out of control, focusing on main priorities only.



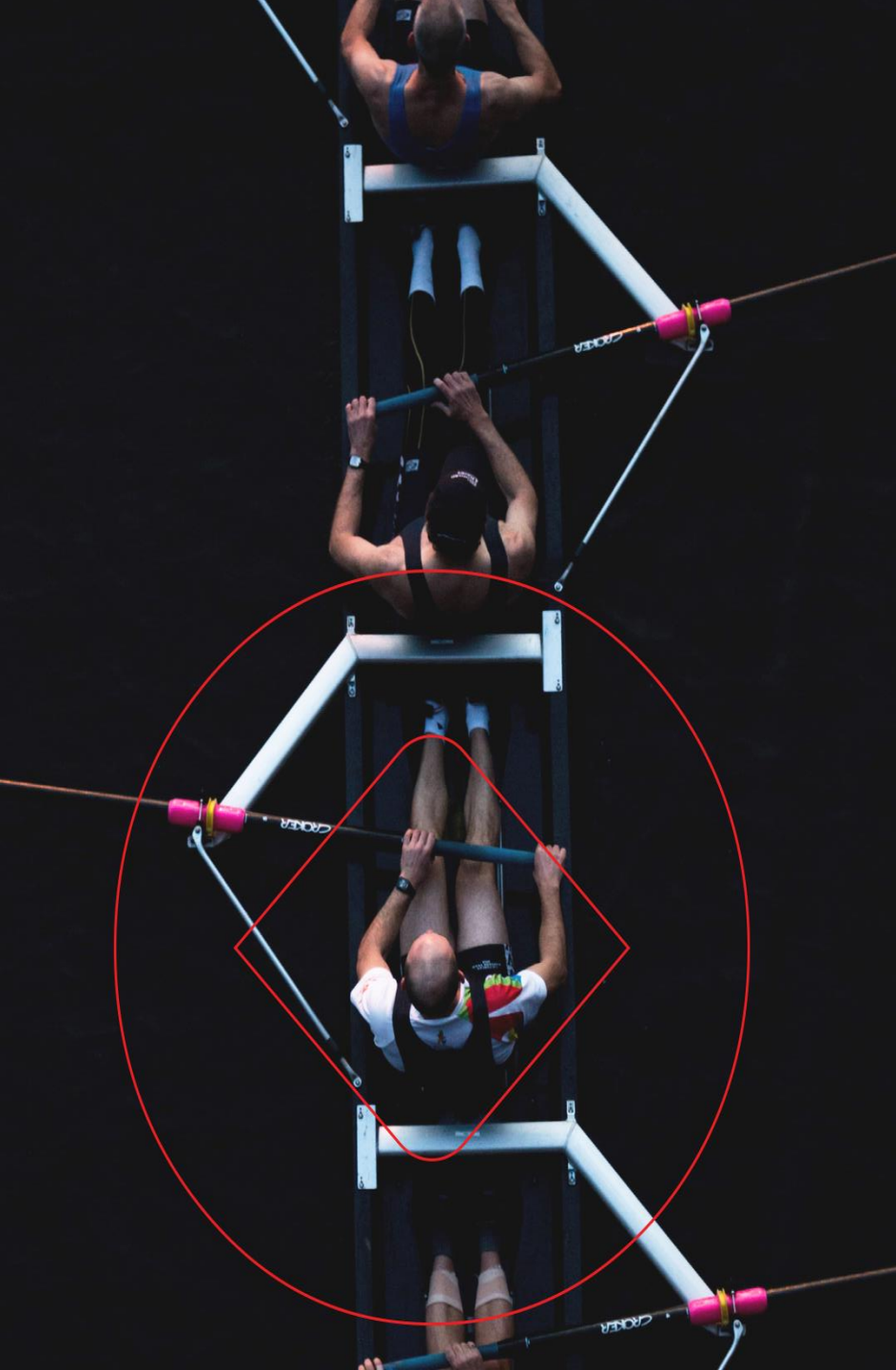
**YELLOW.** Busy, high stress. Feeling anxious, and/or near the limit with no time for additional priorities.



*What got us here,  
won't get us to  
where we want to  
go next.*

**HOPE**  
ON THE HORIZON





# A SENSE OF PURPOSE

*“People have a fundamental **need** for **guiding values** and sense of **purpose** that give their life and work **meaning**. More than any time in the past, employees will demand that the organizations they’re connected to **stand for something**.”*

*James Collins and Jerry Porras, Built to Last (1994)*

# WHAT'S GETTING IN THE WAY?



- ◊ **Outdated governance:** Need new structures to remain relevance
- ◊ **Mental health crisis:** Increase in mental health issues; disruption to traditional ways of working; greater burden on volunteers
- ◊ **Clash of values:** Multi-generations have different values; demand for transparency and accountability; diversity is exposing our systemic flaws
- ◊ **Insufficient risk management:** Failure to plan strategically; insufficient oversight; lack of strategic communications
- ◊ **Lack of stewardship:** Need for emotionally intelligent leaders who can both extend trust and demand excellence ... the next gen doesn't want to be managed ... they want to be inspired

# EFFECTIVE SPORT ORGANIZATIONS

- ◊ Have the right **governance** model to achieve strategic ends
- ◊ Have relevant **strategic and financial plans** that are approved, monitored, shared and updated
- ◊ Have developed the means to **strategically communicate** with its key stakeholders
- ◊ Have updated **policies** that meet **legal and ethical** expectations
- ◊ Have an integrated **risk management** into their decision-making at all levels
- ◊ Have a strong **culture**, based on **shared organizational values** and the **True Sport** principles



“Culture eats strategy for breakfast.”

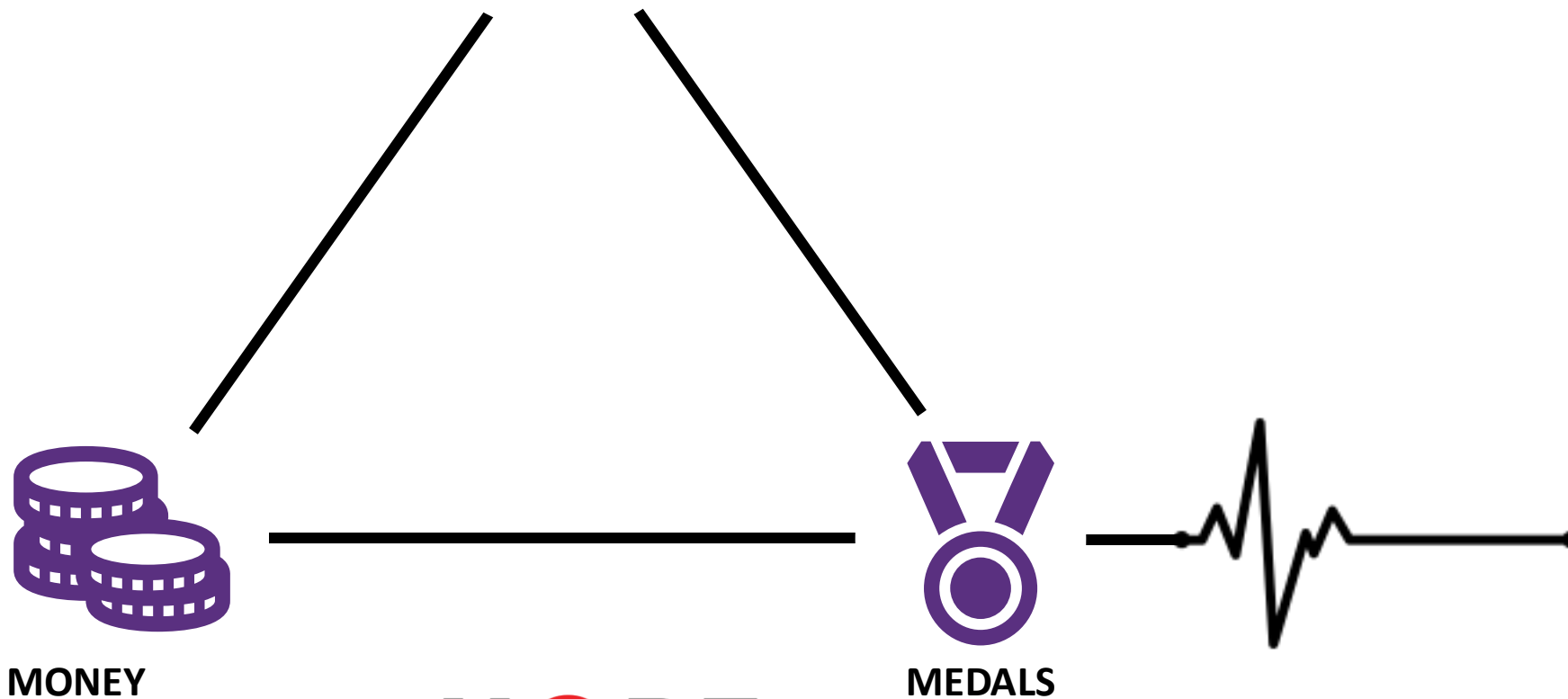
– Peter Drucker



“Culture is eating sport for breakfast, lunch, and dinner, as well as the occasional snack.”



# SPORT 2.0 – MOVING BEYOND MONEY AND MEDALS

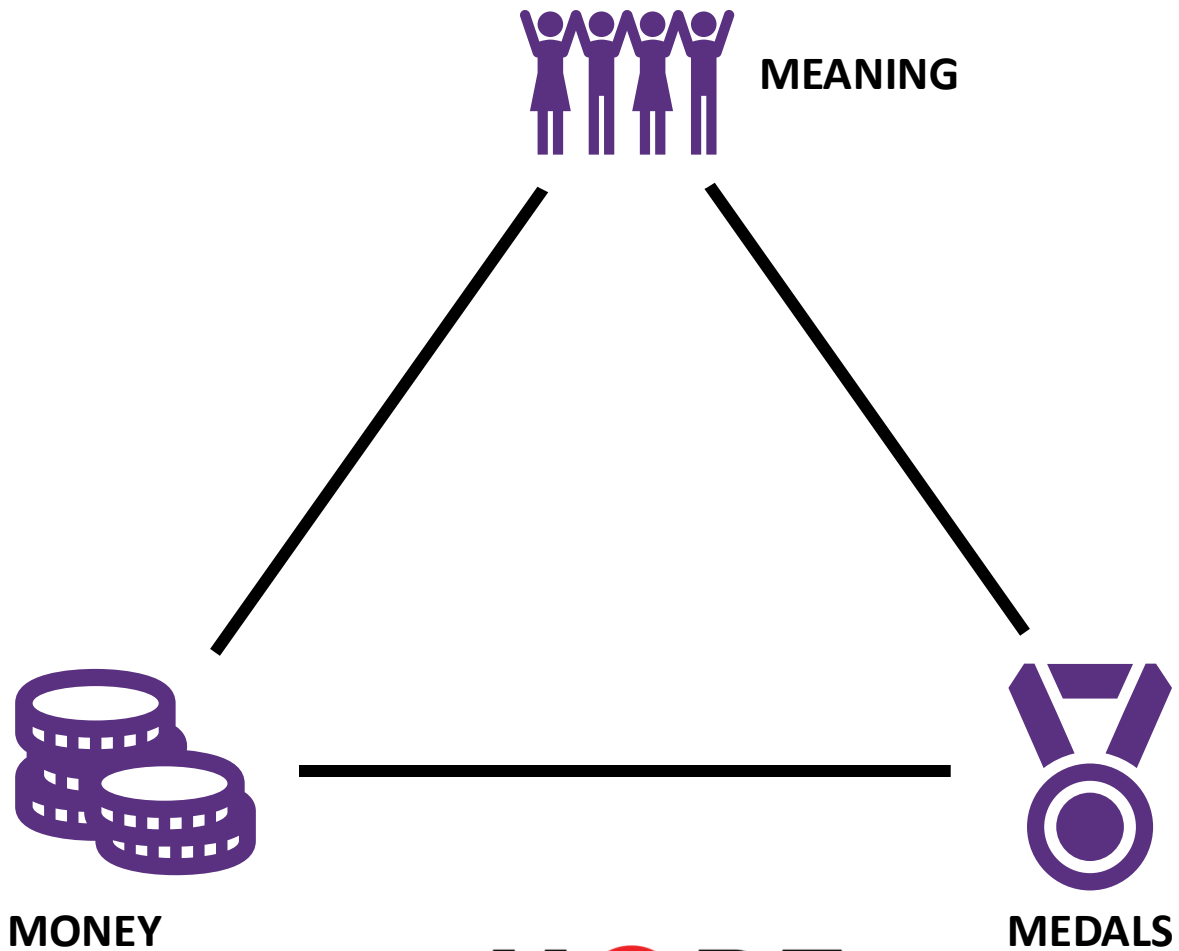


**SPORT LAW**

**HOPE**  
ON THE HORIZON

CANADIAN CENTRE  
FOR ETHICS IN SPORT

# SPORT 2.0 - MEASURING WHAT MATTERS MOST






# WHY DOES MEASURING CULTURE MATTER?

- ◊ 91% of leaders say that **improving culture** is a top priority, but research shows traditional culture change processes takes 3-5 years.
- ◊ 80% of organizations say they want to be **data-driven** in the future, but most are using basic surveys that take months of work to interpret and even longer to develop strategies to address gaps
- ◊ People (staff and volunteers) want to do meaningful work, be compensated fairly, feel valued, and have autonomy. How do we know unless we ask?
- ◊ We can't have good sport, without **great culture**. And we need to be more intentional about measuring what matters most.

# HOW DO WE MEASURE CULTURE?

- ◇ Sport Law uses **AI-powered cultural data** to understand the **lived experience** of the people inside the culture
- ◇ We measure **10 Culture Factors** including values, clarity, empathy, psychological safety, learning, vision, resilience, impact, accountability and belonging
- ◇ This dynamic platform allows us to make the **invisible, visible**
- ◇ We **communicate** the findings publicly and make commitments to address the areas that need attention

# STEPS TO MEASURE CULTURE

- ◊ Step 1: Strike a Culture Committee
- ◊ Step 2: Host a Discovery session to identify project goals and align with your values
- ◊ Step 3: Communicate vision to your community
- ◊ Step 4: Launch Sport Culture Index (or your own survey or  innerlogic
- ◊ Step 5: Analyze result and make a plan to address risk areas and leverage strengths more intentionally
- ◊ Step 6: Communicate results and commitments
- ◊ Step 7: Monitor project and share impact
- ◊ Step 8: Repeat survey to measure progress

**MANAGE AND  
LEAD BY  
VALUES**

**ACTIVATING  
TRUE  
SPORT**

**SUPPORT  
HEALTHY  
PURSUIT OF  
RESULTS**

**EMBRACE  
JUSTICE,  
EQUITY,  
DIVERSITY &  
INCLUSION**

**COMMUNICATE  
PROACTIVELY  
AND TRUTHFULLY**

**ADDRESS UNSAFE  
PRACTICES AND  
MALTREATMENT  
ETHICALLY**

**MAKE  
GOVERNANCE  
TRAINING A  
REQUIREMENT**

**UPKEEP  
FINANCIAL  
ACCOUNTABILITY**



**MANAGE AND  
LEAD BY VALUES**

**ACTIVATE  
TRUE  
SPORT**

**SUPPORT  
HEALTHY  
PURSUIT OF  
RESULTS**

**EMBRACE  
JUSTICE,  
EQUITY,  
DIVERSITY &  
INCLUSION**



**COMMUNICATE  
PROACTIVELY AND  
TRUTHFULLY**

**ADDRESSING  
UNSAFE  
PRACTICES AND  
MALTREATMENT  
ETHICALLY**

**MAKE  
GOVERNANCE  
TRAINING A  
REQUIREMENT**

**DEMONSTRATE  
FINANCIAL  
ACCOUNTABILITY**

**THRIVING  
CULTURE**



# WHAT ARE YOUR 3 BIG WISHES?

At every stop on the Hope Tour, we are asking leaders their big wishes that you believe are needed to achieve values-based and ethically-driven sport.

To share your 3 big wishes:

- ◊ Go to [menti.com](https://menti.com) and use the code 4744 6419

OR

- ◊ Scan the QR Code with your phone





# TIME FOR A BREAK

**SPORT LAW**

**HOPE**  
ON THE HORIZON

CANADIAN **CENTRE**  
FOR **ETHICS** IN **SPORT**

# HOT LEGAL TOPICS

- ◊ Sport needs brave leaders to lead
- ◊ If you are feeling like it's difficult to lead, it's because it is!
- ◊ All roads lead to good governance ... the good, the bad, and the hopeful
- ◊ If you need more substantive support, we are here to help and can provide a deeper dive into any of these topics and so much more



# NOMINATIONS COMMITTEE

- ◊ It's all about the people
- ◊ Organizations, volunteers and staff spend a majority of their time on people (board members and their problems)
- ◊ Need to find good people to act as Directors with the desired diversity, experience and skill set
- ◊ Nominations Committee - If you don't have one, get one.

PEOPLE  
PEOPLE  
PEOPLE

# NOMINATIONS COMMITTEE

- ◊ Assess the current board utilizing a matrix to determine skills and experience remaining on the board
- ◊ Assess the needs of the board to recruit the proper people on the board – this should align with your strategic plan
- ◊ In your call for nominations, indicate the skills, experience or diversity sought and desired
- ◊ Advertise outside your normal parameters and ask people



# NOMINATIONS COMMITTEE

- ◊ Assess the current board utilizing a matrix to determine skills and experience remaining on the board
- ◊ Advertise outside your normal parameters and ask people
- ◊ Have the nominations committee request and review relevant information:
  - Resume and Cover Letter
  - Cover Letter
- ◊ Conduct Interviews
- ◊ Make a report to the voting members endorsing candidates



# EVOLUTION OF MEMBERSHIP

- ◊ Membership has evolved over time and no longer needs to include ALL people involved in your sporting activity
- ◊ Determine what the members do:
  - ◊ Approve the By-laws
  - ◊ Appoint the Auditor
  - ◊ Elect the Directors
- ◊ Define your membership categories which can be distinct from registrants/participants
- ◊ Describe any requirements for admission, termination and/or renewal of membership
  - ◊ Application Process
  - ◊ Payment of Fees
  - ◊ Duration – membership year
  - ◊ Suspension or Termination
- ◊ Ensure to include provisions for registrant/participants



# BOARD COMPOSITION

## ◊ Composition

- ◊ Directors
- ◊ Hybrid
  - ◊ Officers and Directors
- ◊ Portfolios

## ◊ Size

- ◊ The Act requires a minimum of three Directors
- ◊ Working Board: recommended 9 - 11
- ◊ Strategic/Policy Board: recommended 5 - 9

## ◊ Term of Directors

- 1 – 4 years
- Cap on number of terms?

## ◊ Elections

- ◊ Nominations Committee
- ◊ Rotating Terms

## ◊ Description of Officers

- ◊ Members or the Board selecting Officers

# BOARD COMPOSITION

- ◊ Acclamation vs. Election
- ◊ Non-members vs. Members
- ◊ Consent in writing
- ◊ Ex-officio
- ◊ Ensure Director's understand their legal duty and management of conflict of interest

Board composition:  
The road to strategic  
refreshment and  
succession



---

# WHAT IS GOVERNANCE ESSENTIALS?

Governance Essentials is a comprehensive, interactive e-learning course that centres the learner's values, prior knowledge, and experience to create personalized learning outcomes and intentions for their tenure as a Director. The course benefits from expert experience and technically sophisticated learning design. Interactive learning features are designed to build confidence and help learners understand their progress.

**FROM SPORT LAW AND CCES**

---

**SPORT LAW**

**HOPE**  
ON THE HORIZON

**CANADIAN CENTRE**  
FOR **ETHICS** IN **SPORT**



## WHAT IS GOVERNANCE ESSENTIALS?

***Governance Essentials*** is a comprehensive, interactive e-learning course that centres the learner's values, prior knowledge, and experience to create personalized learning outcomes and intentions for their tenure as a Director. Engage with highly interactive learning activities and learn on your own terms to build your skills.

**The knowledge you need to govern with confidence.**

**SPORT LAW**

**HOPE**  
ON THE HORIZON

CANADIAN CENTRE  
FOR ETHICS IN SPORT



# ASSESS INSURANCE NEEDS

- ◊ Read your Policy
- ◊ Determine applicability
  - ◊ When
  - ◊ Whom
- ◊ Review Exclusions
- ◊ Keep copies



# EVOLUTION OF SAFE SPORT

- ◊ Since 2018, Sport Organizations receiving Sport Canada funding had to provide access to an independent third party to address harassment and abuse allegations for specific categories of participants
- ◊ Also had to provide mandatory training and disclose incidents to Sport Canada

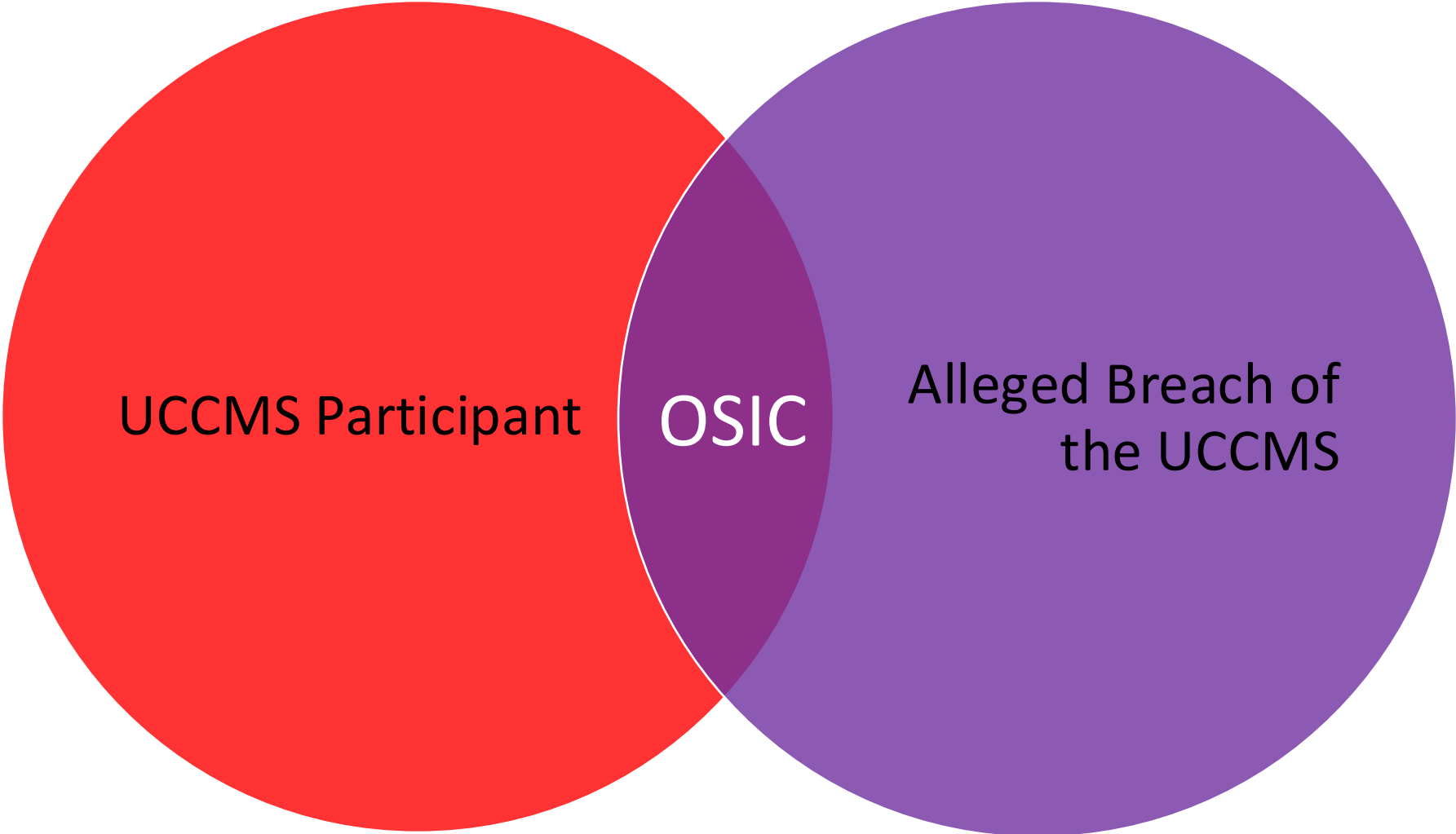
# EVOLUTION OF SAFE SPORT

- ◊ A independent safe sport mechanism at the national level was recently created – the *Office of the Sport Integrity Commissioner* (OSIC)
- ◊ OSIC is responsible for administering the *Universal Code of Conduct to Prevent and Address Maltreatment in Sport* (UCCMS).
- ◊ Currently 73 Program Signatories



**abuse-free sport**  
Office of the Sport  
Integrity Commissioner

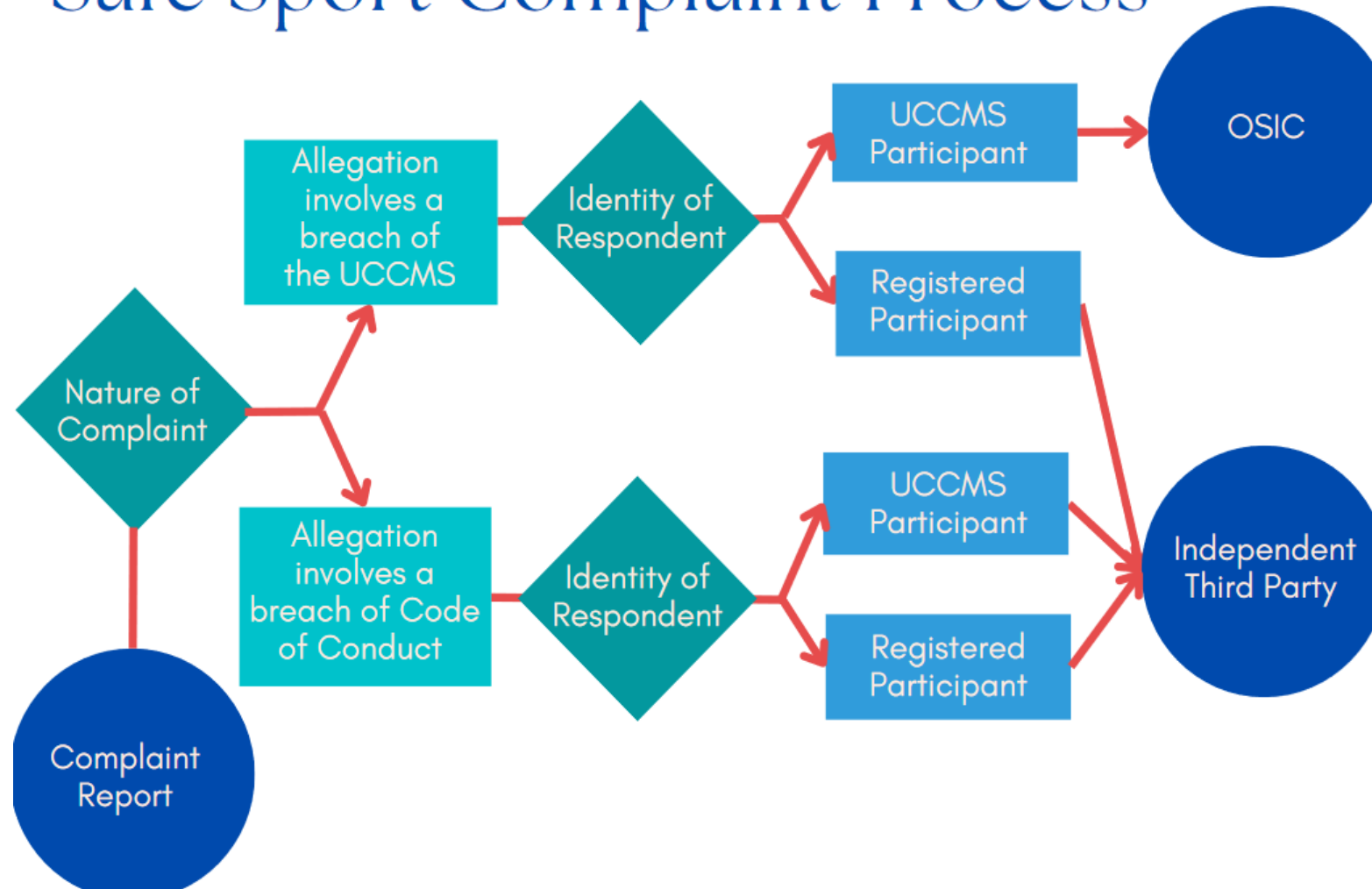
# JURISDICTION





# IMPLEMENTING OSIC

## Safe Sport Complaint Process



# IMPLEMENTING OSIC



# JOIN US FOR MORE CONVERSATIONS ABOUT HEALTHY, HUMAN SPORT

- ◊ Sport Law hosts by bi-weekly podcast, titled ***Sportopia: Conversations about healthy, human sport***, as a way to continue the dialogue we've created today.
- ◊ Episodes are available on Apple Podcasts, Spotify, Google Podcasts, and Amazon Music. You can also listen on our website.



# WHAT ARE YOUR 3 BIG WISHES?

At every stop on the Hope Tour, we are asking leaders their big wishes that you believe are needed to achieve values-based and ethically-driven sport.

To share your 3 big wishes:

- ◊ Go to [menti.com](https://menti.com) and use the code 4744 6419

OR

- ◊ Scan the QR Code with your phone







# TIME FOR A BREAK

**SPORT LAW**

**HOPE**  
ON THE HORIZON

CANADIAN **CENTRE**  
FOR **ETHICS** IN **SPORT**



# TRUE SPORT

LIVES HERE

# ACTIVATING TRUE SPORT

SPORT LAW

**HOPE**  
ON THE HORIZON

CANADIAN CENTRE  
FOR ETHICS IN SPORT

# TRUE SPORT ACTIVATION IN NEW BRUNSWICK

## Session Highlights

- CCES & True Sport Overview
- True Sport Activation in New Brunswick
- How to bring True Sport to life!
- Mini True Sport Workshop
- What's next?



# CCES OVERVIEW

## Who We Are

The CCES is an independent, national, not-for-profit, multi-sport organization with a vision of fair, safe, accessible, and inclusive sport for everyone. We believe the fundamental purpose of sport can and should be to make a positive contribution to Canadian society and that ethical sport is the best way to achieve that.

## Our Vision

Sport is fair, safe, accessible, and inclusive.

## Our Mission

To work collaboratively to address unethical behaviours and promote a values-based approach to sport to ensure positive sport experiences for all.



Activate ...

True Sport

Advocate for ...

Ethical Sport

Protect the ...

Integrity of Sport



# CCES STRATEGIC PRIORITIES



## **TRUE SPORT.**

Encourage sport participants and stakeholders to embrace True Sport as the approach to activate values-based sport, on and off the field of play.

## **ANTI-DOPING.**

Administer the Canadian Anti-Doping Program (CADP) and contribute to global efforts to protect every athlete's right to clean sport.

## **COMPETITION MANIPULATION.**

Lead the creation and implementation of a national program to address competition manipulation that is consistent with the Macolin Convention.

## **ETHICAL SPORT LEADERSHIP.**

Identify emerging ethical issues that are threats to Canadian sport, and support stakeholders to respond and develop solutions that address the issues.





Over **90%** of Canadians believe that community-based sport can be a positive influence in the lives of children and youth however, ...

less than **20%** believe sport is living up to its full potential

A photograph of ice hockey players on an ice rink. The players are wearing white jerseys with green and red accents. The jersey in the foreground has the name "BELLIVEAU" and the number "9" on the back. Another player's jersey has the name "GRANDMAIS" and the number "83". The players are wearing helmets and are in motion on the ice. The background shows other players and the rink's boards.

# TRUE SPORT

Positive sport culture places *values* at the heart of policies, practices, and programs

# TRUE SPORT VALUES

Fairness



Excellence



Inclusion



Fun





# True Sport Principles

## Go For It

Rise to the challenge – always strive for excellence. Be persistent and discover how good you can be.

## Play Fair

Understand, respect, and follow the rules. Play with integrity – competition is only meaningful when it is fair.

## Respect Others

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

## Keep It Fun

Find the joy in sport and share it with others. Remember what you love about sport and why you play.

## Stay Healthy

Always respect and care for your mind and body. Advocate for the health and safety of yourself and those around you.

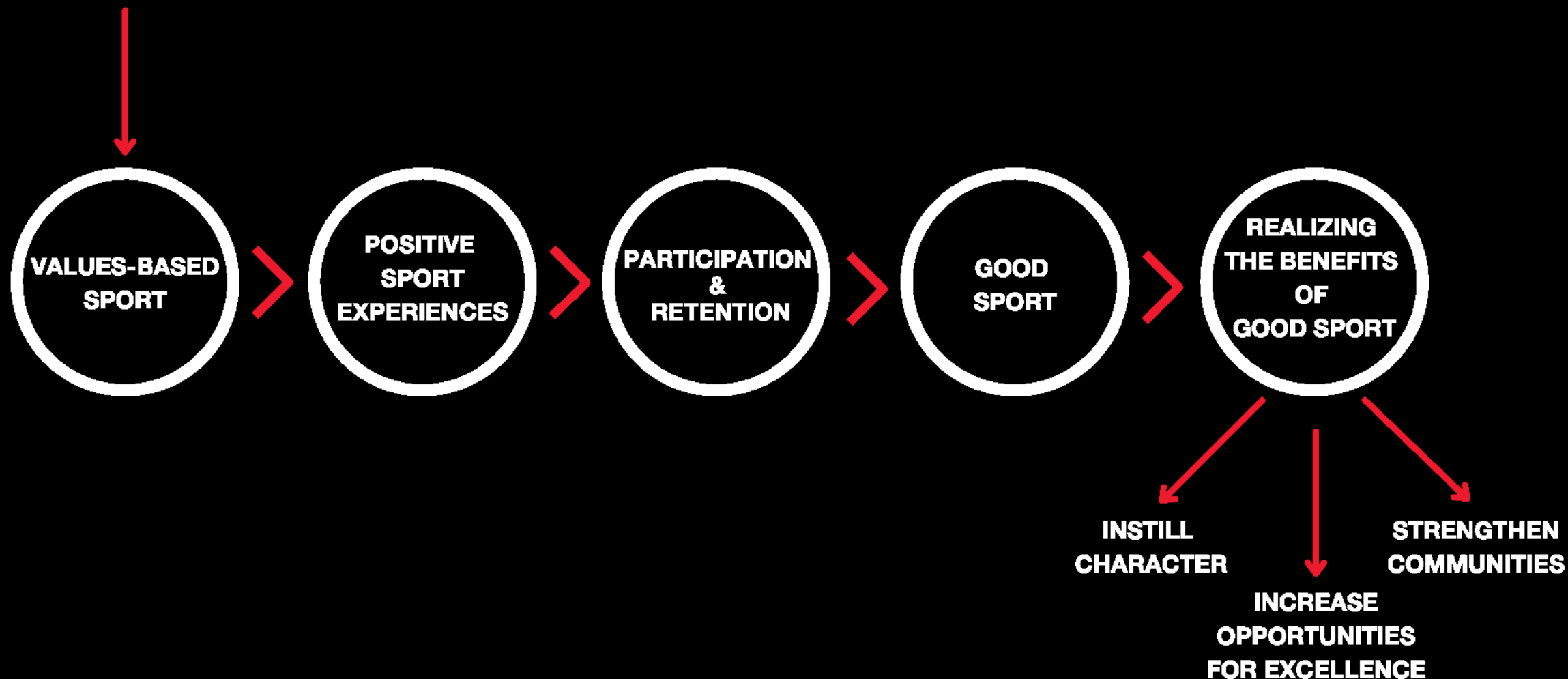
## Include Everyone

Recognize and celebrate strength in diversity. Invite and welcome others into sport.

## Give Back

Say thanks and show gratitude. Encourage your sport group to make a difference in the community.

# TRUE SPORT







*Safe sport continues to be one of the most prevalent issues in Canadian sport.*

*The absence of harm in the sport experience is not good enough.*

*A values-based approach will help foster a sport culture that leaves far less room for harm and provides a greater chance for sport to deliver on its potential.*

# TRUE SPORT IS...

POSITIVE AND ACTIONABLE

PROACTIVE AND PREVENTATIVE



# AND LEADS TO...

CULTURAL TRANSFORMATION



THE OPPORTUNITY FOR GOOD SPORT TO MAKE A **GREAT** DIFFERENCE

**TRUE  
SPORT**



# WHY TRUE SPORT

Because good sport doesn't happen by chance. An **intentional** and **consistent** commitment to a values-based approach at all levels of sport across all sport leaders is required



Because True Sport can **unite** and **connect** everyone around a common believe – **that good sport can make a great difference**



Because True Sport can help sport organizations **attract** and **retain** good people – board members, volunteers, athletes, coaches, officials.

# WHY TRUE SPORT

Because being intentional and committed to fostering positive values-based sport experiences will lead to a much-needed ***culture change*** in sport and ensure the benefits of good sport are realized



Because True Sport ***connects*** groups and individuals outside their spheres of influence through a ***shared vision*** of what good sport can do





# # TRUE SPORT MEMBERS

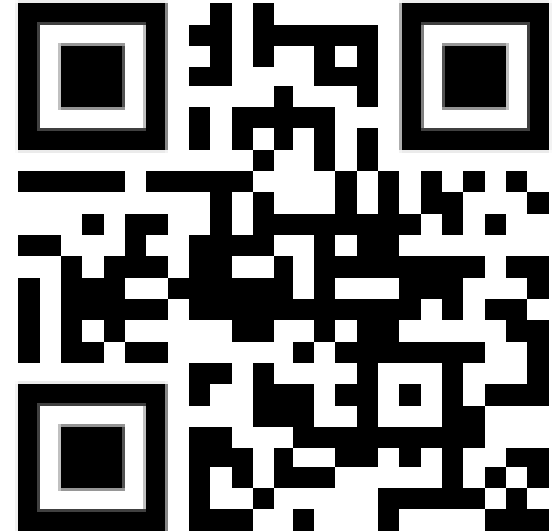
Ally	<b>336</b>	Facility	<b>133</b>
Athlete	<b>28</b>	Official	<b>19</b>
Citizen	<b>1,335</b>	School	<b>532</b>
Coach	<b>175</b>	Sport Organization	<b>1,915</b>
Community	<b>248</b>	Team	<b>355</b>

# TRUE SPORT ACTIVATION IN NEW BRUNSWICK

Declare your commitment to values-based sport by joining True Sport today!

&

Subscribe to the True Sport monthly newsletter and follow True Sport on social media





**GIVEAWAY**

How to Enter:

- 1 Like this post and follow @truesportpurnb
- 2 Comment and tag your friends

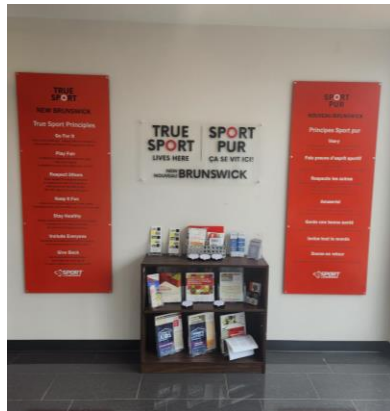
\$75 VISA  
GIFT CARD  
+  
TRUE SPORT  
MERCHANDISE

**TRUE SPORT**  
LIVES HERE

**SPORT PUR**  
ÇA SE VIT ICI!

**NEW BRUNSWICK**  
NOUVEAU

Since November 2022





## MEMBER BENEFITS

As a member of Sport NB, you have access to many great programs, services, and discounts to assist your organization and your members! Administrators, coaches, parents, athletes, and volunteers within your organization, and even those outside your organization, can take advantage of some great savings! Read below for more information on the different programs, services, benefits and discounts currently being offered to our members.

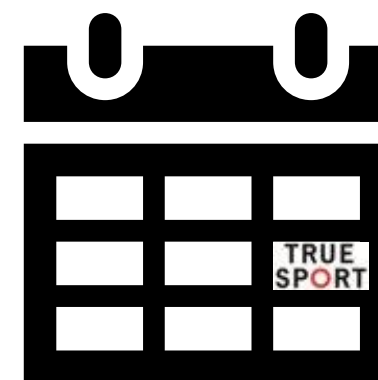


**TRUE  
SPORT**  
LIVES HERE

**SPORT  
PUR**  
ÇA SE VIT ICI!

**NEW  
NOUVEAU BRUNSWICK**

Moving Forward into 2024



True Sport Day



# SPORT NEW BRUNSWICK MEMBERS – TRUE SPORT ACTIVATIONS



TRUE SPORT LIVES HERE  
SPORT PUR CA SE VIT ICI  
NEW BRUNSWICK

**New Brunswick  
Sports Hall of Fame**



Happy New Brunswick Day  
Joyeuse fête du Nouveau-Brunswick



Skate  
Patinage  
NB

**Skate  
New Brunswick**



Eastern Canadian Ringette  
Championships Declared  
an Official True Sport Event

**Ringette  
New Brunswick**

# TRUE SPORT ACTIVATION IN NEW BRUNSWICK

## 2022 Sport Summit - True Sport Commitments

- **Promote** True Sport
- **Display** True Sport Principles poster
- Commit to **raising awareness** of True Sport
- Commit to activate and address poor behaviour from coaches through **coach selection process**
- Make a presentation of the True Sport Principles to boards and clubs
- **No Ref No Game** campaign







TRUE SPORT | SPORT PUR



NIAGARA  
2022

JEUX DU  
CANADA  
GAMES



PEI-ÎPÉ  
2023  
JEUX DU  
CANADA  
GAMES

# TRUE SPORT RESOURCES

## VALUES-BASED COACHING

A TRUE SPORT APPROACH

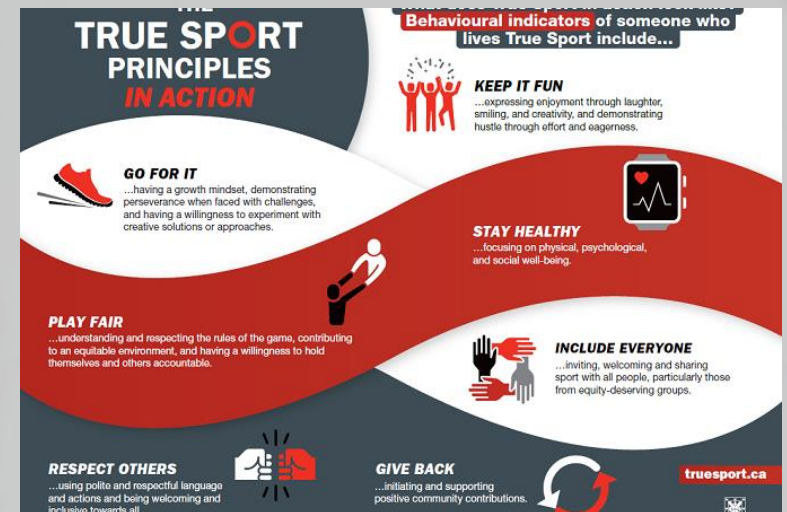
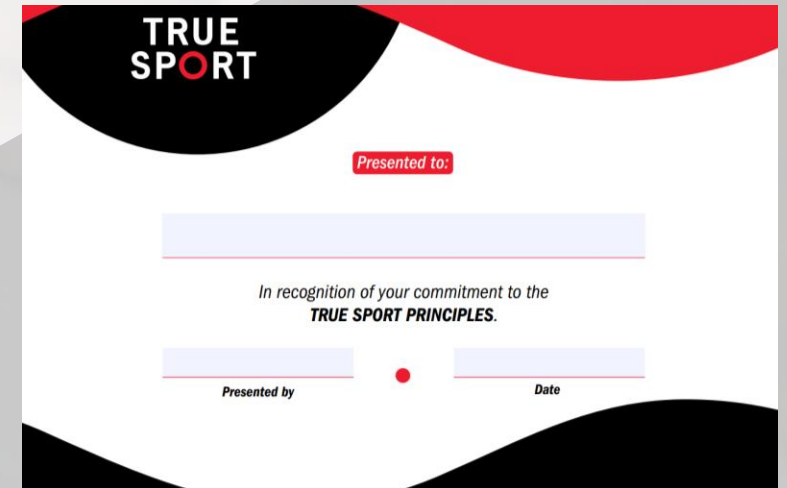
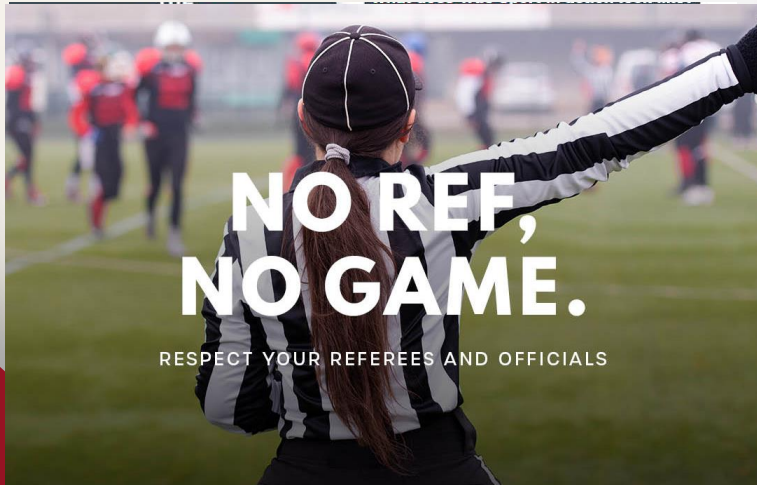
**TAKE THE COURSE!**

CANADIAN CENTRE  
FOR ETHICS IN SPORT

TRUE  
SPORT



# TRUE SPORT RESOURCES



# TRUE SPORT RESOURCES



TRUE SPORT  
lives here

## Player Selection Process for Team Sports

A values-based and principle-driven guide to player selection

TRUE SPORT

## Do

- ✓ Support your child unconditionally.
- ✓ Attend your child's games, practices and sporting events regularly.
- ✓ Cheer for and encourage your child, their teammates and their opponents.
- ✓ Model self-control, good problem-solving and conflict management skills.
- ✓ Appreciate and thank officials and encourage others to do the same.
- ✓ Encourage commitment, teamwork, respect and punctuality.
- ✓ Show appreciation to coaches and other volunteers for their contributions to sport.
- ✓ Encourage your child to strive for personal growth and excellence.
- ✓ Find ways to keep it fun!
- ✓ Be your child's biggest fan.

TRUE SPORT  
lives here

True Sport Tips for Parents  
Keeping it Fun!



# TRUE SPORT ACTIVATION IN NEW BRUNSWICK

## Self Reflection & Table Discussion

1. What excites you about True Sport?
2. What are things that you or your organization is already doing that can be reframed and rebranded as True Sport?
3. Share an idea about a collaborative, province-wide initiative that you'd like to be a part of to activate True Sport.



# TRUE SPORT ACTIVATION IN NEW BRUNSWICK

## Table Sharing & Report Back

1. What excites you about True Sport?
2. What are things that you or your organization is already doing that can be reframed and rebranded as True Sport?
3. Share an idea about a collaborative, province-wide initiative that you'd like to be a part of to activate True Sport.





# TRUE SPORT ACTIVATION IN NEW BRUNSWICK

## Commitment

1. What is one thing you are committing to do to bring True Sport to life within New Brunswick?



# CONTACT US

**Melissa Sullivan**

msullivan@cces.ca



TrueSport/ Sport pur



@TrueSportpur



@TrueSportpur



@TrueSportpur

**TRUE  
SPORT**  
LIVES HERE

**SPORT  
PUR**  
ÇA SE VIT ICI!

**NEW  
NOUVEAU BRUNSWICK**

# FINAL WORDS...

Moving from **values inaction to values-in action:**

- ◊ At the **heart** of conflict is a **misalignment** of values
- ◊ Your **culture** deserves your attention and shapes the **lived experience** of participants
- ◊ Your values provide an **ethical decision-making** framework to **achieve** objectives, manage **risks** more effectively, and increase the **ethical literacy** of sport leaders, coaches and athletes
- ◊ **True Sport** is a world leading brand that signals our collective commitment to fair, safe, ethical sport.
- ◊ If not **us**, then who? If not **now**, then when?

**SPORT LAW**

**HOPE**  
ON THE HORIZON



**CANADIAN CENTRE**  
FOR **ETHICS** IN **SPORT**

# CONTACT US

**Name Dina Bell-Laroche**

Email [dblaroche@sportlaw.ca](mailto:dblaroche@sportlaw.ca)

Phone 613-591-1246

**Name Steven Indig**

Email [sindig@sportlaw.ca](mailto:sindig@sportlaw.ca)

Phone 647-348-3080

**SPORT LAW**

[www.sportlaw.ca](http://www.sportlaw.ca)

[hello@sportlaw.ca](mailto:hello@sportlaw.ca)



[@sportlawca](https://www.instagram.com/sportlawca)



[@sportlaw](https://www.facebook.com/sportlaw)



[/sport-law](https://www.linkedin.com/company/sport-law)



[@sportlawca](https://twitter.com/sportlawca)





# EVALUATION

Please take a few moments to share  
your thoughts with us!

# **APPENDIX C**

*Wishes for Sport*

# WISHES FOR SPORT

## Inclusivity and Accessibility

### *Equity in Opportunity*

- I wish for all young people in the Northwest Territories to have an equitable opportunity to compete in whatever sport/activity suits their passions.
- For every person to be able to try any sport they want and have a positive experience.
- That it's accessible and accepting to Indigenous youth.
- Equitable opportunity to access facilities.
- Better inclusion for 2SLGBTQ+ communities.
- Gender equity from grassroots to high performance and professional levels.
- Including all. Provincial/territorial sport organization engagement for parasport. Embracing True Sport and safe sport ideals.

### *Accessibility*

- That cost is not a barrier for kids to participate.
- Affordable, fun, a great career option.
- Keep affordable sport available in schools for children.
- A system which is designed and delivered to be accessible to all who wish to participate.
- Financially supported
- For all kids who need it to have access to it.
- That every child has the opportunity to play through sport!
- Increase participation in sport to keep kids healthy and active.
- o Improving accessibility for adults to participate after the minor/youth programs in non-competitive sport.
- Inclusion (gender/age/financial status). Communications through all groups. Root cause analysis (5 whys).
- Accessibility and passion.
- That sport is an inclusive, broad, and enduring activity, which leads to excellence.

### *Safe Sport*

- Safe sport for all.
- That the sport system embraces all of the Safe Sport programs, True Sport, and the Governance Code so we can all get back to operating sport.
- Safe environments and inclusive cultures.
- Safe for everyone
- Sport is safe

# WISHES FOR SPORT

## Funding and Resources

### *Increased Funding*

- More funding.
- Unrestricted multi-year funding for non-profit sports organizations.
- A thriving sport community Island wide with sufficient financial and human resources.

### *Resource Allocation*

- I wish our sport leaders are able to dig deep and inspire new generations of sport leaders.
- Paid employees for clubs, or someone paid to write proposals, write reports, do the bookkeeping, financial statements, do the communication, write policies, all kinds of forms, paperwork, etc.
- We need to be properly resourced and collaborate with each other to maximize the economy of scale and get the money with the athletes.
- That funders (government/corporations) see the value in sport and resource it appropriately.
- That all roles are valued in sport. That funders (government and corporate) realize the value of sport in society. That sport is not afraid to think differently and innovate.
- 3M model.

### *Human Resources*

- Sports administrators who are paid for enough hours, and/or have enough assistance, that they have time to do more than just stay afloat.
- More (quality) Human Resources. Funding. Education and Professional Development opportunities to keep us current and ever evolving.
- To have capacity.
- I wish stability in executive leadership. There are a lot leaving.

## Governance and Training

### *Governance Training*

- Mandatory governance training for all local sport club executives and provincial sport organization directors.
- Training, awareness and education of board members and management staff.
- Standards for sport orgs/administrators to operate. Focus on training for more than just coaches... administrators, officials, etc. to deal with emergent issues.
- That people in sport value governance training.



# WISHES FOR SPORT

## *Transparency and Accountability*

- Transparency.
- Organizations are accountable to their members and communities.
- Transparency and access to information.
- Unselfish governance.
- Diligence.

## *Professional Development*

- Education and Professional Development opportunities to keep us current and ever evolving.
- I feel the change would start with updated coach education. True Sport and sport law could be taught through theory courses and these topics have more meaning for grass root coaching.
- Coach development and safe sport education.

## **Community and Collaboration**

### *Community Engagement*

- People let people play and have fun.
- A system that feels more positive.
- Bring back the love of the game.
- A more active Canadian society.
- People respecting one another in the sport sector.

### *Collaboration and Sharing*

- People working together sharing best practices, procedures, documents they are using to promote true sport and safeguarding sport. No more working in silos.
- People working together to share their ideas and best practices and documents and policies so everyone doesn't have to do the same thing.
- More information sharing, collaboration and partnerships to sustain quality programming.
- Working together with other sport organizations and our national sport organizations to build capacity. Work across communities/territory is being duplicated at a foundational sport level and at the national sport organization level to build.
- One – ness.
- I believe to achieve this, we need a diverse group committee to share different ideas.
- Respect from all stakeholders.

# WISHES FOR SPORT

## *Volunteers and Parents*

- I wish for more parents to be involved with their kid's sports.
- Harmony among volunteers.
- Parents need to buy in.

## **Culture and Values**

### *Positive Sport Experience*

- One day the trending amateur or youth sport top news story is not about harm or abuse and is about positive and healthy sport experiences.
- Keep spreading the message but living it as a coach, parent and staff person.
- Have your goal #1 being about having fun and smiling.
- Sport is positive and fun.
- Be better.
- To be thriving.

### *Values-Based Sport*

- Everyone is trained in and believes in the True Sport Principles. Everyone has and can tell stories of their positive experiences in sport and can take something from sport that helps shape their life.
- A kinder and better educated group of parents and coaches.
- A place where individuals can determine what they want out of sport and have pathways to achieve whether that is recreationally based or high-performance sport, in a safe environment.
- I believe that every organization should strive to make every athlete, regardless of ability, feel regarded and valued as people.
- Sport is about passion.
- Adoption and implementation of the True Sport Principles by organizations' leadership and managing entities.
- Care - for self and others. Understanding - we don't all come from the same place, life lived. Encourage - it's about the journey not the end result.
- The cultural shift in the country is changing quicker in some parts than others and losing core values of Canada in the process. My hope is that sport helps maintain that culture.
- We need values & ethical coaching staff.
- A greater understanding why people are participating and their goals with their participation. A shared commitment to kindness and listening to one another.

# WISHES FOR SPORT

- I wish sport at all levels was athlete minded and helped to build life skills.
- I think people need to understand that it will be a slow shift and you will not wake up “tomorrow” and everything is changed. A values-based and ethically driven sport needs to be carefully nurtured.
- That all organizations buy into the True Sport and values will become the basis for all decisions.
- To allow for development of better citizens. To help grow and instill positive values across all individuals who come in touch with sport. To bring back the love of the game.
- Build a healthy sport environment that creates good citizens.
- Grit. Glory. Grace.
- Empathy.
- Enthusiasm.

## *Ethical Behavior*

- I wish people would do the right things for the right reason. Sport is great but can be so negative. We need to use sport as the means to change society so that maltreatment is no longer tolerated.

## **Participation and Engagement**

### *Youth Participation*

- That young people do sport for fun.
- Changing the paradigm from defining success as wins and money to success being the experience of all involved in sport from athlete to spectator and everyone in between.

### *Lifelong Engagement*

- People remain active for life.
- Skill development between recreational and competitive.
- To have participants.
- Shifting value to sport that is not high performance, but community and adult activity
- From the base changing the purpose of sport - to live long healthy happy lives and not to make the big leagues.
- We need people to believe in the power of moving (physical literacy) for everyone not just those who are 'naturally' good at it or who thrive on competition.

# WISHES FOR SPORT

## *Fun and Enjoyment*

- Fun. Inclusive. Members / participants.
- Bringing it back to basics and focusing on kids being safe and having fun.
- All athletes (and their parents) get involved in sport with intentions of fun, respect and growth.
- That every individual's passion for the sport would not be quashed by the bureaucracy and negativity the media has focused on.

## **Infrastructure and Facilities**

### *Facility Improvement*

- Better arena, get our own gym and baseball diamond.
- My biggest wish is to have a place to go to for a gym, for sports, for programs, for our community to get closer together and start helping each other instead of putting each other down.

### *Program Access*

- A planned pause by the provincial/territorial sport organizations to reflect on structure and documentation.
- My biggest wish for sport in my community is to get an infrastructure or a facility or even a place to go to for sports, camps, programs, activities that is well taken care of throughout the years.

## **Communication and Information Sharing**

### *Effective Communication*

- Discussion, communication, commitment.
- Communication is key.
- Good communication.

### *Information Sharing*

- More information sharing, collaboration and partnerships to sustain quality programming.
- People working together and sharing their best practices and the work they are doing in all the areas of sport. No more working in silos.



# WISHES FOR SPORT

## Policy and System Change

### *System Improvement*

- Stop the whiplash of priorities, policy changes and funding changes.
- A more nimble system that is light and strong, like a spiderweb.
- We need all 3 levels to mobilize at the same time. National sport organizations, provincial/territorial sport organization and club. Culture/values travel through policy up and down. If one doesn't change, they all can't.
- A system which is designed and delivered to be accessible to all who wish to participate.
- That all roles are valued and supported in sport.
- I wish for sport leaders to understand we are in a people first business, sport leaders to try and understand new cultural things as opportunities (tech, religion, sports). Collaborative and alignment.
- That spectators and supporters are there in support of the spirit of the game and not focused on any individual at the expense of another.
- My big wish is that everyone become more knowledgeable on the matter before attempting to make change.
- To forge a healthier environment for all to flourish.
- Make it acceptable to try something new and different. What's the risk?
- Take sport back.

### *Policy Alignment*

- A shared vision across sports as to what that is.
- For there to be a shared vision for the future of sport which includes alignment of policies and strong governance at every level of sport delivery.
- It needs to be intentionally driven by individuals chosen to reflect the stated core values. People's actions need to reflect their lip service in order to effect change.
- For more organizations to use qualified health practitioners to make decisions and advise policy.
- Inclusion policies that work to maintain safe environments and integrity of sport. Accessibility of resources to deliver True Sport. Bring back fun in sport.