



Section 2: Strategic Framework

Preamble

The Canada Games are a unique Canadian institution. The Canada Games bring together the best athletes in specified age groups from each province and territory in Canada. The Games and its movement promote the development and value of sport. The Canada Games Council is the principal authority on all Games' matters. Permanent partners include federal, provincial and territorial governments, National Sport Organizations (NSOs) and their affiliated Provincial or Territorial Sport Organizations (P/TSOs). In addition, host cities and provinces/territories, Host Societies and corporate sponsors are partners in the staging of each Canada Games event. National and provincial/territorial sport development of Canadian youth is the first and foremost objective of the Games and the Games movement. The Games are intended to be the most significant sporting and cultural experience in the lives of Canada Games competitors. They provide the stimulus for Canadian youth to reach their athletic potential, pursue personal excellence and develop socially and culturally within the context of ethical competition. These elements combine to form an important part of the Canada Games movement.

Introduction

In late 1992, after its first full year in operation as a new not-for-profit corporation, the Canada Games Council embarked on a strategic planning process in response to a number of factors including: the need for the governance of the Council to adopt a more policy/strategic focus; recognition of the rapidly changing public and social environment and the need to adapt with it; the reality of financial constraints; the increasingly competitive sponsorship/fundraising marketplace; and the evolving role that the Canada Games play in Canadian Sport development.

This strategic framework has been developed in close consultation with the many stakeholders of the Canada Games. It is intended to provide a clear description of the vision, mission and values of the Canada Games while identifying priorities, goals and responsibilities to guide decision-making and resource allocation over the next four to six years in a spirit of openness, effectiveness and accountability with the Games' partners.



Canada Games Council

STAKEHOLDER REFERENCE MANUAL

CANADA GAMES COUNCIL **2009-2017 STRATEGIC FRAMEWORK**

Approved: November 25, 2008

The Canada Games Council mandate is outlined in the 1997 Clear Lake Agreement. This strategic framework reflects the Canada Games Council's strategy to deliver its mandated functions.

Mission

The Canada Games Council delivers the Canada Games as a unique, premium, nation building, multi-sport event and works continuously to strengthen the Canada Games Movement, in partnership with government, the private sector and the sport community.

Vision

The Canada Games are a premium multi-sport event that enriches the lives of young athletes and host communities. The Canada Games Movement inspires dreams, builds champions, creates lasting legacies, and celebrates Canadian culture.

Values

We are ethical, inclusive and strive for excellence in all that we do. We act with integrity, honesty and respect for others. We work collaboratively with our partners and we are accountable and responsive to their expectations and needs.

Strategic Goals

1. To be widely recognized by Canadians as a **unique, premium, nation-building multi-sport event**.
2. To maximize the **leadership** role of the Canada Games Movement to connect Canadians and to influence the value they place on sport.
3. To implement an efficient, effective and interactive **Canada Games Transfer of Knowledge and Information Service (TOK)** to support Host Societies and partners to deliver the Canada Games according to well defined hosting standards.
4. To be recognized by national sport organizations and governments as a significant contributor to the success of **Canadian Sport for Life (CS4L)**.
5. To create **sustainable legacies** for the Canada Games Movement and sport in Host Communities and Provinces/Territories.
6. To establish effective mechanisms for **stakeholder engagement** and government relations.

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Key Success Measures (KSM)

KSM # 1

Polling identifies the Canada Games as one of the top X (TBD) Canadian sporting events of importance to Canadians.

KSM # 2

F-P/T Governments, Host Societies and NSOs rate the CGC an average of 4 on a 5 point Likert scale with respect to Council's performance in delivering on its goals.

KSM # 3

The number of Canada Games athletes attending the Games that have met NSO recommended performance guidelines, in line with CS4L alignment, increases as a percentage, each successive quadrennial beginning in 2009.

KSM #4

Provincial/Territorial teams' satisfaction with the service levels at the Games is at least an average of 4 out of a 5 point Likert scale.

Operating Principles

1. Hosting standards are consistent with the positioning of the Canada Games at the "Training to Compete" stage of "Canadian Sport for Life" (CS4L) and are established by the launch of the Bid process for the respective Games.

The Sport Technical Packages balance the objectives of meaningful competition and meaningful participation and are approved at least 24 months in advance of the Games.

2. Marketing and communications plans and programs are led by CGC, working collaboratively with Host Societies and P/T teams.
3. In our decision making:
 - We give priority to athletes' optimal care, comfort, safety and enjoyment;
 - We are inclusive with regards to participation and allocation of resources;
 - We seek input from stakeholders at the formative stages;
 - We consider sustainability;
 - We are innovative, flexible and support informed risk taking.
4. Volunteers are valued and recognized for their critical contribution to the success of the Games.
5. Evaluation and analysis resulting in continuous improvement is a part of everything we do.

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