

# CANADIAN ARMED FORCES

SPORTS STRATEGY

A GAME  
CHANGER





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Sport truly is one of the best teachers there is. I have learned firsthand what we gain from it: how to persevere, how to be part of a team, and how to accept losses. Both individual and team disciplines provide opportunity to demonstrate grit and strength, allowing you to be a leader and encouraging you to believe in yourself. It solidifies not only our esprit de corps, but also boosts our physical, mental and social well-being.

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Athlete, Team Manager and Patron  
LGen Frances Allen



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# 1.0

## FOREWORD



During both times of peace and conflict, sport has been used to achieve a wide range of goals and purposes in support of Canadian Armed Forces (CAF) objectives. It is common to see images of our deployed personnel practicing their favorite sport on the deck of a ship, in an air force hangar, or on operations. At home, the CAF Sports Program is more structured and forms an integral part of our continuing training and development. Whether at home or abroad, sport is leveraged to improve fitness, foster mental wellness, build morale, and develop core military attributes such as teamwork, self-discipline, leadership, esprit de corps, perseverance and resilience.

Both the CAF Sports Program and Soldier On offer opportunities for all military personnel to get involved in sport and progress from recovery and rehabilitation to early sport and high performance. At the grassroots level, over 20 thousand military athletes participate in intra-base competitions and hundreds of coaches, officials and trainers support their participation. Internationally, our athletes showcase the best of Canada at the Olympics, Paralympics, Invictus Games, Warrior Games and the Conseil international du sport militaire (CISM) Military World Games. Sport also connects Canadians to the CAF through community outreach activities such as the Navy Bike Ride, Canada Army Run and Air Force Run.

Today, the CAF Sports Program is at an inflection point and current health and wellness priorities provide us with a unique opportunity to truly harness the power of sport in sustaining and further developing a strong, healthy and fit military.

In creating this strategic document, a myriad of internal and external stakeholders were consulted. These consultations, supported by empirical evidence, led to the development of this strategic framework encompassing three (3) pillars and seven (7) lines of effort. It is my expectation that those directly involved in CAF Sport will align activities with this Sports Strategy while military leadership at all levels familiarize themselves with the aims of this document. Together, we can fully leverage the power of sport in support of our institutional objectives.

Now-let's get in the game.

**W.D. Eyre**

General  
Chief of the Defence Staff  
Canadian Armed Forces



# 2.0

## EXECUTIVE SUMMARY

The Canadian Armed Forces (CAF) Sports Strategy is a strategic framework that aims to align collective efforts in optimizing sport's contribution to wellness within the CAF. A fully supported CAF Sports Program can play a more pronounced role in supporting the Strong, Secure and Engaged: Canada's Defence Policy (SSE) with a focus on supporting our people by reinforcing a culture of health and wellness. This document represents the first time a standalone strategic approach for CAF Sport has been developed in support of an existing Defence Policy.

The CAF Sports Program offers opportunities for everyone to get involved. More than 20 thousand CAF personnel participate in local, regional, national and international sport annually.

These participants are supported by members of the military community who act as patrons, coaches, team managers, officials and trainers. The CAF Sports Strategy mission is to develop and deliver a comprehensive sports program for CAF personnel that fully leverages the power of sport in fostering core military competencies while enhancing fitness, personal growth and resilience. The vision is to be a critical operational enabler for the CAF by maximizing the impact of sport on personnel's mental, social and physical wellness.

Internal research and analysis, and best practices from military allies and Canadian sports organizations highlight the positive impact of sport and reinforces its contribution to the dimensions of wellness. The current CAF Sports Program faces both challenges and opportunities. Challenges include sustainability, injury rates and barriers to participation while opportunities include the potential to further support CAF gender equity, diversity, inclusion, recruitment, retention and transition efforts.









To achieve the vision there are three (3) key pillars that will guide efforts: i. Participation, ii. Development, and iii. Outreach and Engagement. Within each pillar are key lines of effort including education and awareness, opportunities, collaboration, structure and alignment, capacity building, advocacy and visibility. Executing on the lines of effort and activities within each pillar requires a sustained commitment and effort from all levels of leadership down to each individual participant. The results of this work will be measured against a formalized performance measurement framework.





The successful execution of the CAF Sports Strategy will be “A Game Changer”. It will help create an environment that promotes, supports and maximizes the impact of sport in the CAF ultimately contributing to CAF personnel’s wellness, readiness and their ability to undertake missions for the protection of Canada and Canadians.

# 3.0

## PURPOSE

The **Canadian Armed Forces (CAF) Sports Strategy** is a strategic framework that aims to align collective efforts in optimizing sport's contribution to mental, social and physical wellness. This document is written for all levels of leadership and those who support, administer and participate in the CAF Sports Program.



# 4.0

## STRATEGIC CONTEXT

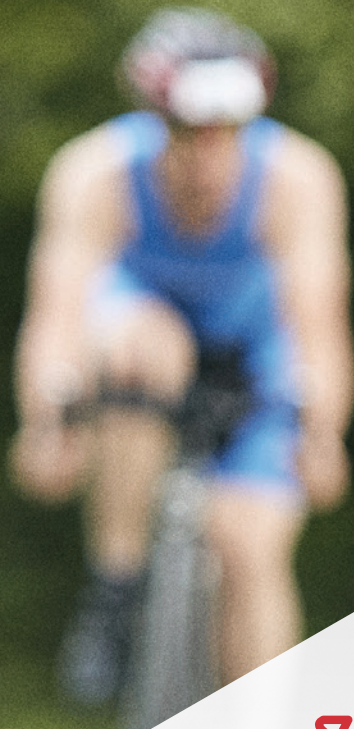
### 4.1 STRONG, SECURE AND ENGAGED: CANADA'S DEFENCE POLICY

The friendships forged through sport have helped me through some tough times and the self-confidence gained through my athletic achievements has helped me to weather some of the countless stressors of military life, from career events, posting locations, deployment stresses, and many more. It has become another pillar of support that I can lean on when times get tough.

Multi-sport athlete and Team Manager, LCol Eric Travis

A fully supported CAF Sports Program can play a more distinctive role in supporting the Defence Policy and reinforcing a culture of health and wellness within the CAF. The Strong, Secure and Engaged: Canada's Defence Policy (SSE) highlights that people are at the core of everything the CAF does to deliver on its mandate.<sup>1</sup> It confirms the importance of making investments in its people to help ensure the entire Defence Team has the support and services it requires. While sport has been incorporated into the overall CAF approach to health and wellness for over a century, this document represents the first time a standalone Sports Strategy has been developed directly in support of an existing Defence Policy and its objectives to ensure people are well supported, diverse and resilient.

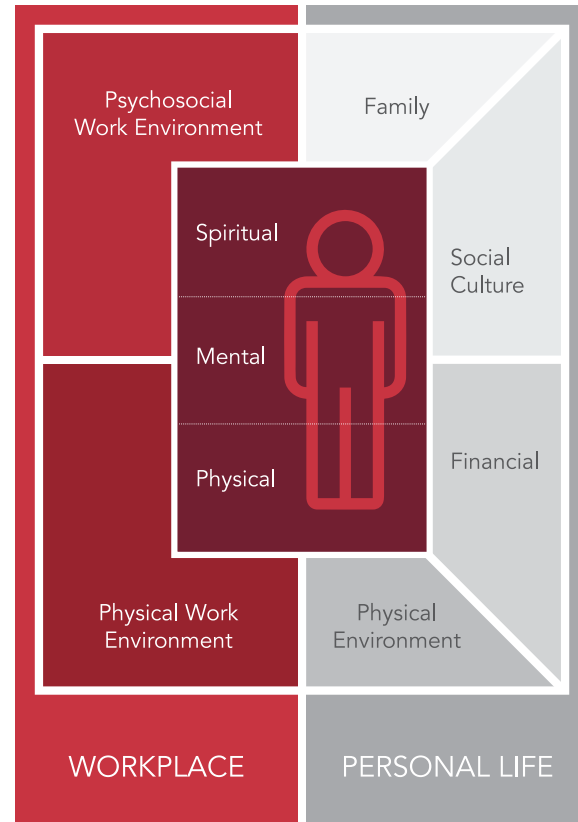
<sup>1</sup> Department of National Defence (2017). Strong, Secure and Engaged: Canada's Defence Policy. Ottawa, Ontario. Catalog Number D2-386/2017E.



## 4.2 DEFENCE TEAM TOTAL HEALTH AND WELLNESS STRATEGY

The Defence Team Total Health and Wellness Strategy (THWS) is a workplace strategy that contributes to Defence Policy objectives, specifically to create an environment where CAF personnel are “well-supported, diverse and resilient.” The Vision is “for a safe, fit and resilient Defence Team that is empowered to achieve its mission, confident in its ability to fulfill its potential, and enabled to balance the competing demands of work and life.”<sup>2</sup>

## Total Health and Wellness Strategy: Dimensions of Health



<sup>2</sup> Department of National Defence (2022). Defence Team Total Health and Wellness Strategy. Ottawa, Ontario. Catalog Number D2-436/2020E.

Figure 1. CAF Strategic Context



Within the THWS are multiple sub-strategies in support of health and wellness. The THWS aims to integrate and align these sub-strategies and programs across the Department of National Defence.<sup>3</sup> The CAF Sports Strategy compliments these sub-strategies and plays a role in optimizing the health and wellness of the CAF, specifically within the mental, social and physical dimensions.



The CAF Sports Strategy plays a role in optimizing the members' mental, social and physical health and wellness

<sup>3</sup> Department of National Defence (2022). Defence Team Total Health and Wellness Strategy. Ottawa, Ontario. Catalog Number D2-436/2020E.

# 5.0

## CAF SPORTS PROGRAM

### 5.1 MISSION AND VISION

#### MISSION

To develop and deliver a comprehensive sports program that leverages the power of sport in fostering core military competencies while enhancing fitness, personal growth and resilience.

#### VISION

To be a critical operational enabler for the CAF by maximizing the impact of sport on personnel's mental, social and physical wellness.

### 5.2 THE CAF SPORTS PROGRAM

Canadian Armed Forces personnel are engaged in local, regional, national and international sport and the military community supports the program as patrons, coaches, team managers, officials and trainers. The majority of investments and activities are directed towards grass roots sports at the Base and Wing level where more than 20 thousand military athletes are engaged. Figure 2 visualizes the depth and breadth of the Program.



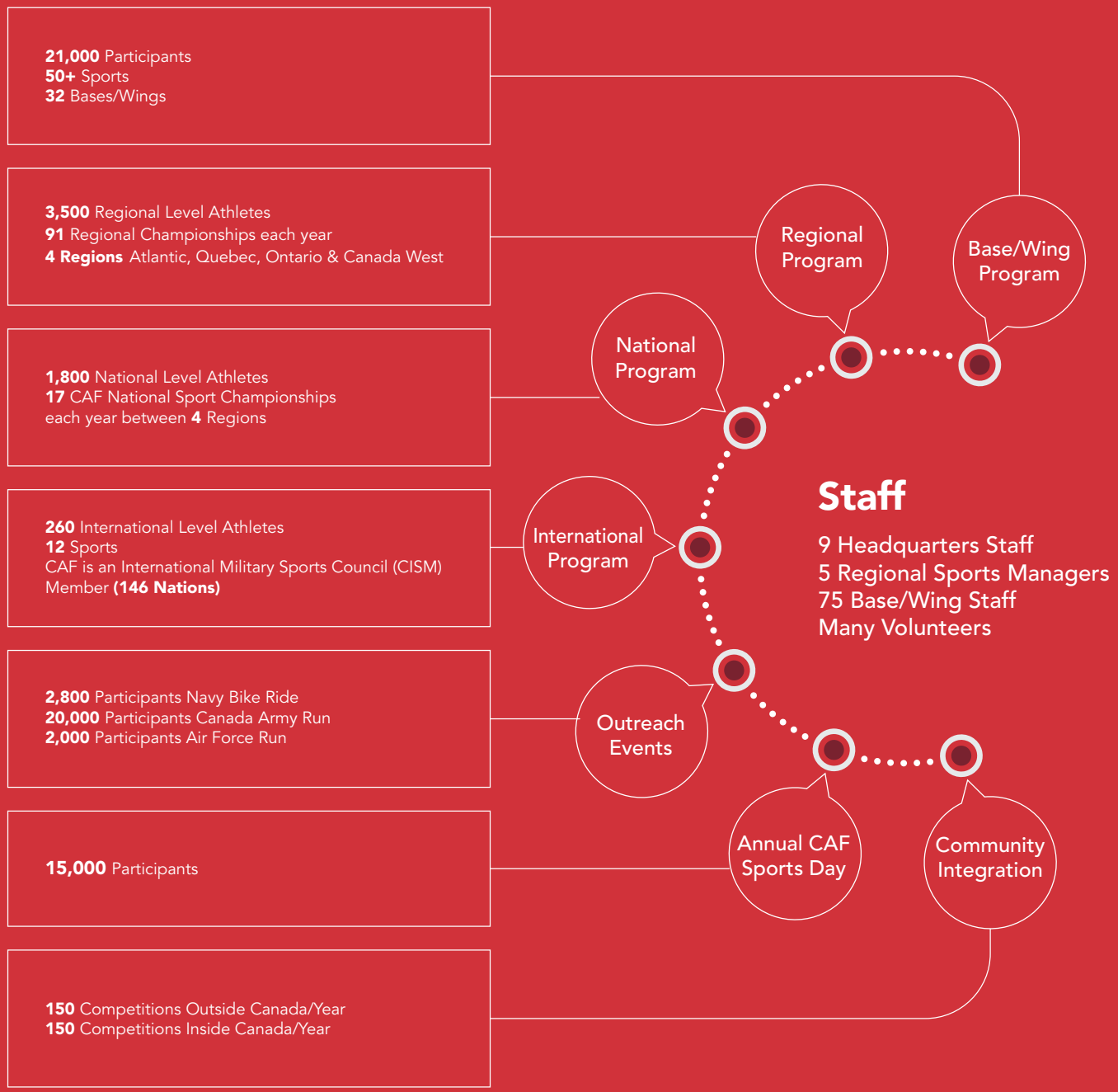


Figure 2. The CAF Sports Landscape (FY19/20)

# 6.0

## IMPACT OF CAF SPORT AND BEST PRACTICES

This section communicates the findings from internal research and analysis and conveys best practices from military allies and Canadian sports organizations. There are three main sub-sections: Impact of CAF Sport, Sport in Canada and other Militaries, and CAF Sports Program Challenges.



### 6.1 IMPACT OF CAF SPORT

A number of internal research studies have shown a direct correlation between involvement in the CAF Sports Program and positive outcomes including increased general, mental, social and physical wellness, and a contribution to retention. Figure 3 summarizes the most significant findings from the internal research and analysis initiatives.

The CAF Sports Program has had a tremendous and positive impact on both my professional and personal life. Throughout my training and operations as a Search and Rescue (SAR) Pilot in the Canadian Air Force, I have counted on sports as my backbone to mental and physical wellbeing. My daily dedication towards training as a triathlete as part of the CAF Sports Program/CISM keeps me healthy and prepares me for the demands associated with SAR operations. Perhaps my favourite part of participating or training within this program is the social aspect. I have never met a more dedicated group of athletes and professionals and I am proud to call them my teammates and friends.

**Athlete, Capt Carmen Klitz**



**52%** of participants reported having very good **general health** compared to 39% for non-participants

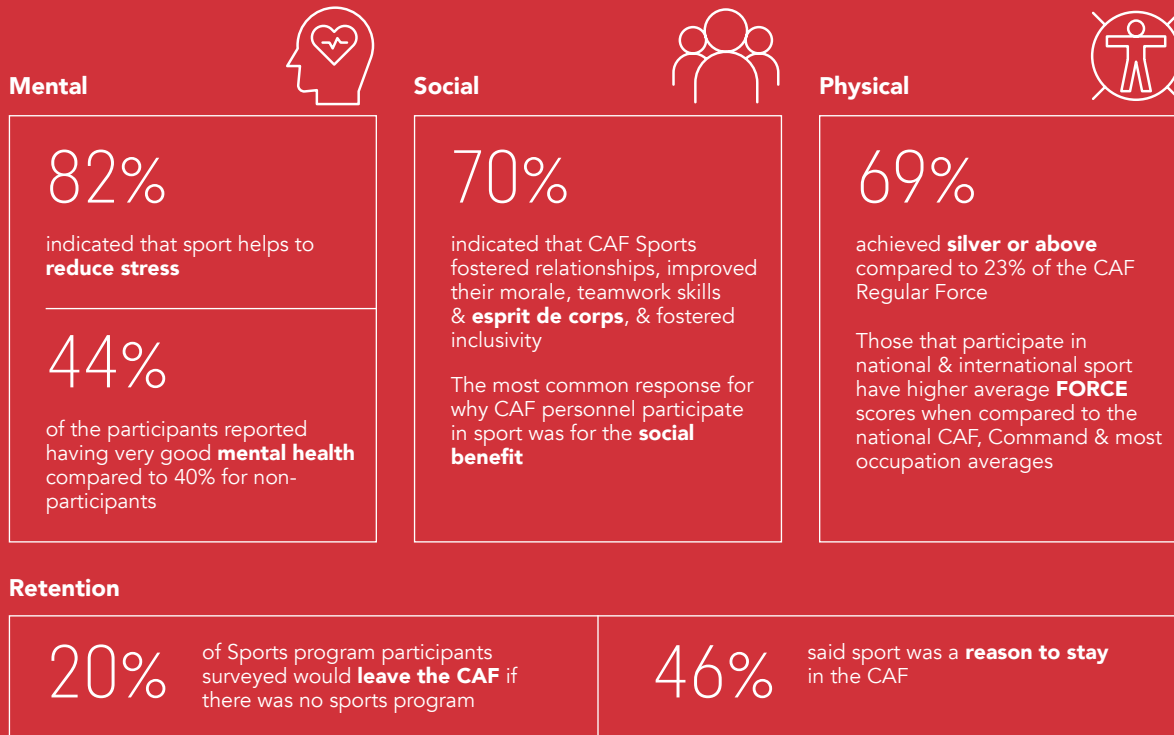


Figure 3. Significant Findings related to General, Mental, Social and Physical Wellness, and Retention.<sup>4,5,6</sup>

<sup>4</sup> Hachey, K.K. DRPFS 4-3 (2014). The Canadian Armed Forces Sports Program: Qualitative and Quantitative Results. Director General Military Personnel Research and Analysis. DRDC-RDDC-201-R197.

<sup>5</sup> The Canadian Forces Morale and Welfare Services (2019). Sport Participation Post-FORCE Survey. Personnel Support Programs. Ottawa, Ontario. Internal report: unpublished.

<sup>6</sup> University of Ottawa (Dec 2019). Canadian Armed Forces Sports Program. Ottawa, Ontario. Internal report: unpublished.

## 6.2 SPORT IN CANADA AND OTHER MILITARIES

Consultations with Canadian sports organizations and allied armed forces including the United States, France and Germany verified the unique value of sport and provided best practices leveraged to develop their military sports program. Figure 4 identifies the considerations based on these consultations.



### GOVERNANCE

Leverage CAF Leadership network to establish an advisory council to help guide program and policy direction



### POLICY

Develop and periodically review the Sports Strategy and Policy. Update the governance structure to better support and align program focus, vision and lines of effort



### STRUCTURE

Better integrate and align CAF Sport with other programs including Soldier On, Fitness, Health Promotion and Reconditioning programs for Ill and Injured to foster mental, social and physical wellness



### PARTNERSHIPS

Partner with other levels of government and sports organizations to increase capacity and access, and improve services



### RECRUITMENT

Leverage CAF athletes to promote the CAF with a focus on recruitment and retention



### MARKETING

Increase outreach, communications and marketing to promote the benefits of sports within the CAF and to the broader Defence community



### SPONSORSHIP

Develop a Sports Sponsorship program focused on program enhancement

Figure 4. Canadian Sports Organizations and Allied Armed Forces Best Practices

## 6.3 THE CAF SPORTS PROGRAM CHALLENGES AND OPPORTUNITIES

The current CAF Sports Program faces challenges and presents opportunities. For the Strategy to maximize its impact, strategic and tactical level activities will need to focus on the following areas:

### 1. PERCEPTION

CAF Sport is generally appreciated by senior CAF leadership and those directly involved in the program. Its appreciation by those not directly involved in the program is often mixed and misunderstood and has resulted in barriers to participation, access and development. There is an opportunity to raise awareness and increase visibility by consulting senior leadership regularly, communicating performance measurement results and increasing opportunities to socialize the impact of sport.

### 2. SUSTAINABILITY

In-year investment opportunities have at times been secured to augment baseline programming; however, these opportunities have created expectations making program sustainment increasingly difficult. There is an opportunity to leverage research and performance measurement initiatives to reinforce the value of sport with key stakeholders to ensure a more sustainable program.

### 3. EVOLVING ENVIRONMENT

The field of sport has seen dramatic changes over the last thirty years with improved training methods, advanced technology and new coaching techniques. Similarly, military sports participation is evolving from traditional activities towards new, modernized sport. There is an opportunity to review and adapt the CAF Sports Program to stay relevant with present-day sport trends.





#### 4. PHYSICAL LITERACY

Sport, physical training and military training are associated with the highest rates of repetitive strain injuries, as well as with the majority of the most serious acute injuries.<sup>7</sup> Through this lens, there is an opportunity to build on injury prevention programs (education and training) and develop a safety framework to address and mitigate injuries.

#### 5. WOMEN'S SPORTS PARTICIPATION

The CAF aims to increase the proportion of women in the military by 1 percent annually, to move from the current 15 percent to 25 percent representation.<sup>8</sup> With an increase in the number of women in the CAF and a commitment to gender equity, there is an opportunity for the CAF Sports Program to develop and expand women's sport beyond its current offerings to support these Defence Policy objectives.

#### 6. PANDEMIC

The global COVID-19 pandemic has negatively impacted and disrupted the delivery of the CAF Sports Program since March 2020. However, while the program delivery was impacted, it did provide an opportunity to initiate the alignment of the program with Defence strategic objectives and set the conditions for success post pandemic.

These are undoubtedly very real challenges but sustained efforts within the Strategy will focus on addressing and mitigating these program challenges and taking advantage of the opportunities these challenges present. In doing so, the CAF Sports Program will optimize its ability to be a critical enabler and contributor to Defence Policy, THWS and CAF objectives.



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<sup>7</sup> Thériault, F.L., Gabler, K., & Naicker, K. (2016). Health and lifestyle information survey of Canadian Armed Forces personnel 2013/2014 – Regular Force report. In B.A. Strauss & J. Whitehead (Eds.). Department of National Defence, Ottawa, Canada. Document Number SGR-2016-002.

<sup>8</sup> Department of National Defence (2017). Strong, Secure and Engaged: Canada's Defence Policy. Ottawa, Ontario. Catalog Number D2-386/2017E.

# 7.0

## STRATEGY

This section communicates the strategic approach to developing the CAF Sports Program and identifies the pillars, lines of effort (LOE) and select key activities on the way to achieving its vision.

### 7.1 STRATEGIC FRAMEWORK

Aligned with the objectives of the Defence Policy and THWS, this Strategy focuses on having sport assume a more defined role in the overall health and wellness of the CAF.

The framework starts with the resources required to support the CAF Sports Strategy: the people, partners and stakeholders, governance, funding and infrastructure. The Pillars are the key strategic efforts and include three (3) broad categories: Participation, Development, and Outreach and Engagement. Within each Pillar are identified LOE that are linked to key priority activities. The investment of time and resources in these efforts will result in the achievement of the CAF Sports Strategy vision.

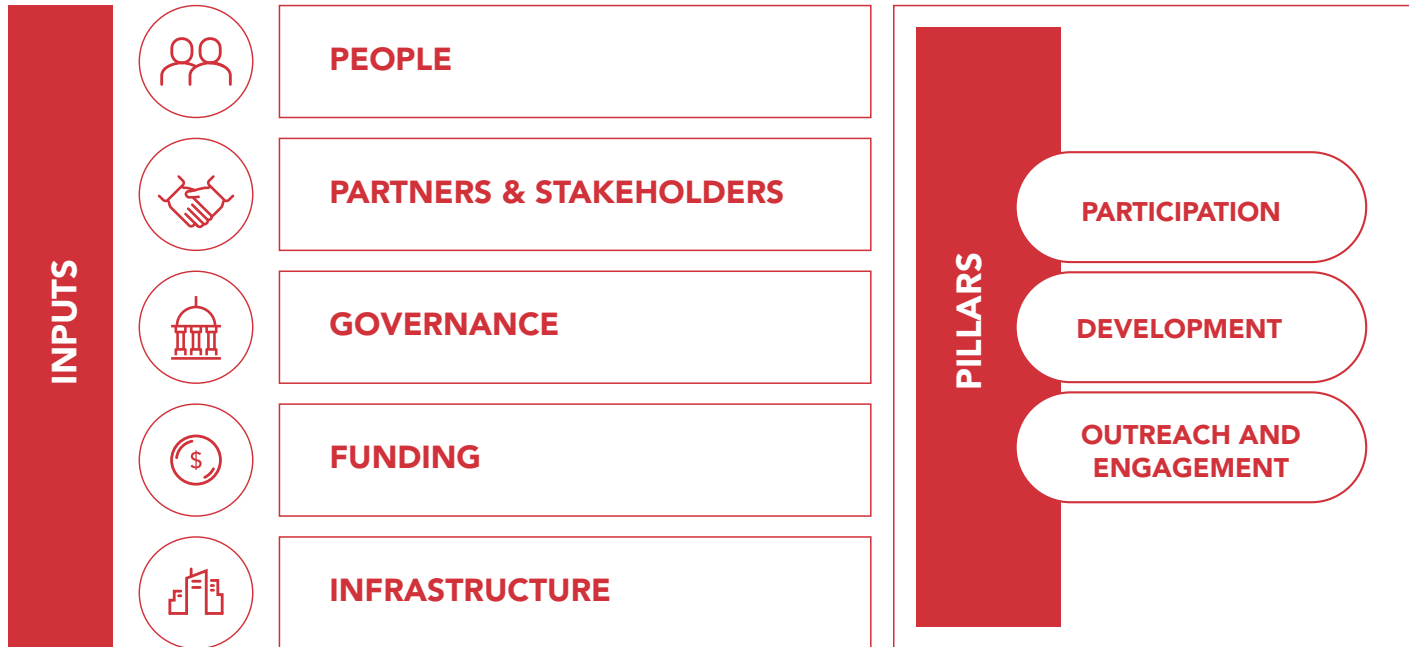
This CISM Head Coach role has not only motivated me to advance my coaching skills and knowledge, it has broadened my international coaching experience, expanded my professional network, and allowed me the pleasure to “serve those who serve” in a unique and powerful way. My military athletes are some of the most outstanding people I know. Coaching military fencing has kept me physically active, mentally/emotionally strong and resilient, and socially connected and engaged with military athletes throughout my entire CAF career. Sport develops in people a powerful, intrinsic, esprit de corps, feeds a driving motivation to live a healthy and fit lifestyle, enriches their mental tenacity and resilience and has a massive ripple effect on all those CAF members that these military athletes lead, or work alongside, within the CAF.

**Coach, Patricia Howes**



## STRATEGIC FRAMEWORK:

CAF SPORT IS A CRITICAL OPERATIONAL ENABLER



CAF LEADERSHIP - CENTRE OF GRAVITY

### Inputs

People, partners and stakeholders, governance, funding and infrastructure are the resources required to implement the CAF Sports Program. Personnel Support Programs (PSP) delivers the program on behalf of the CAF, supported by the military community fulfilling roles of patrons, coaches, team managers, officials and trainers. The CAF Sports Program relies on Canadian sport governing bodies to establish best, safe and ethical practices, policies and procedures, rules, regulations and accountability. PSP headquarters administers funds to support national and international activities and provides regional grants for grass roots initiatives at Bases and Wings while local programming is funded by Bases and Wings. There are over 100 facilities and fields across the country that house multiple sports including soccer pitches, softball diamonds, pools, arenas and courts.

**OUTCOMES**

Members are aware, access and utilize the program to strengthen their **mental, social and physical wellness** and achieve their maximal athletic potential

Participation helps the CAF to achieve **operational readiness** in defence of Canada by developing **attributes** consistent with CAF requirements

Canadian and **CAF values are demonstrated** on the national and international stage, resulting in establishing and fostering national and international collaborations and support to the CAF

Support **Retention, Recruitment and Transition**

### 7.1.1 Pillar 1: Participation

The Participation Pillar is the foundation of the Sports Program where emphasis is on enabling all CAF members to experience and enjoy involvement in sport to the extent of their abilities and interests. Participants are provided with an opportunity to learn and understand basic rules, tactics, and strategy and develop fundamental sport-specific skills. The CAF Sports Program provides a safe, welcoming, and inclusive environment by offering organized and unorganized sport for fun, health, social interaction and relaxation.



#### LOE 1A

##### Education and Awareness

- Increase awareness of the value of sport.
- Provide skills, knowledge, training and opportunities to ensure continuity and participation in a safe and positive environment.



#### LOE 1B

##### Opportunities

- Identify, develop and leverage opportunities to enable the CAF community to participate in diverse sport that match their personal goals and align with CAF objectives.



#### LOE 1C

##### Collaboration

- Collaborate with stakeholder groups and organizations within and outside the CAF to provide opportunities for program enhancements and support equity, diversity and inclusion efforts.

Being a part of CAF sports has given me new life and a new appreciation for sports. I pursued all sports offered as I love being involved in team sports for the physical and mental well-being and I've learned that age is just a number if you can remain physically and mentally healthy. I believe the support we receive for sports from the CAF is tremendous and my goal is to continue to compete, participate, and play until I physically can't; and pursue coaching credentials to continue to support CAF and give back to the CAF Sports Program.

*Athlete, Cpl Daniel Rodrigues*

### 7.1.2 Pillar 2: Development

The Development Pillar creates a sport environment where CAF participants can push themselves to reach their maximal potential. This Pillar supports all CAF sports participants, at all levels, to push themselves, compete at their best and foster the attributes of commitment, discipline and perseverance.



#### LOE 2A

##### Structure and Alignment

- Improve alignment of sports structure where program entities work together to support CAF personnel to achieve their maximum potential.



#### LOE 2B

##### Capacity Building

- Expand and grow by developing athletes, coaches, officials, trainers and staff.
- Further leverage supporting resources and stakeholders to maximize the impact of sport.



I am a firm believer that sport (individual or collective) is the best way to keep your mental awareness sharp, a stress reliever and also to keep your sanity in balance. For a CAF military member there are a lot of similarities between being a military and athlete. Fear derails our ability to perform because the focus shifts to what we're afraid of rather than being on what we're doing in the moment! Whether in sport or in an operation you need to be in the present moment. Attitude matters!!! Resilience will follow!!! And sport makes me more resilient because I believe in me!

*Athlete, CWO Marco Côté*

### 7.1.3 Pillar 3: Outreach and Engagement

The Outreach and Engagement Pillar extends beyond the field of play to leverage the full power of sport. CAF Sport will be at the forefront in supporting CAF diversity and inclusion while showcasing Canadian values on the local, national and world stage. Increased visibility and engagement will support concurring CAF priorities related to recruiting, retention, transition and International Defence Engagement.



#### LOE 3A

##### Advocacy

- Leadership and DND stakeholder organizations understand the value of sport and support sport's contribution to global engagement and community outreach.



#### LOE 3B

##### Visibility

- Sport is used as an opportunity to represent the CAF, build a favorable image and impact reputation in a positive light at the local, national and international levels.



I am proud to be a member of the Canadian Armed Forces representing my country as a sailor and as a national team athlete on the international stage. High performance athletes have the ability to work through adversity, perform under pressure and are goal oriented, all of which are core skills and values we look for in the military. Today, as a World Military Games champion and now Olympian, I feel it is my duty to spread more knowledge of the CAF to others in our country and the world. I have been able to share my experiences in both military and sport to the younger generation in hopes to inspire and build more leaders in our military.

Olympian, S2 Yvette Yong



## 7.2 CAF LEADERSHIP - CENTRE OF GRAVITY

Executing on the lines of effort and activities within each Pillar requires sustained engagement and effort from the CAF, Commands, Bases, Wings, Units and individuals.<sup>9</sup> At all of these levels the centre of gravity is leadership. Military leadership sets the expectations, establishes work conditions and creates a work climate and culture that promotes participation in the Sports Program. They are in the best position to identify personnel health and wellness needs and encourage their personnel to participate. When leadership recognizes the value of sport, the CAF Sports Program is well-positioned to function effectively and maximize its impact.



My goal was to always share with as many people as possible how integral CAF sports has been to my career successes and my personal well-being.

Athlete and Team Manager, CWO Heidi Twellman

<sup>9</sup> McLeroy, K. R., Bibeau, D., Steckler, A., & Glanz, K. (1988). An ecological perspective on health promotion programs. *Health Education Quarterly* 15(4), 351–377.

### 7.3 KEY ACTIVITIES

This sub-section identifies the initial high-level national activities to be undertaken to support the execution of the Strategy. Sports staff at the national and local level will leverage this document and their contexts to build their annual tactical plans in support of the key pillars and lines of efforts. This is not an exhaustive list of activities. A detailed action plan will be included as an addendum and will be updated annually to reflect evolving CAF priorities. All activities shall incorporate Gender-based Analysis Plus (GBA+).

The table below outlines the eight (8) key activities, their link to the pillars and LOEs, the responsible authority (RA), timeline for completion and GBA+ responsive approach. A GBA+ responsive approach includes efforts to minimize possible negative impacts of an activity on certain individuals or groups, or any plans to proactively reduce barriers to participation.

<b>Key Activity</b>	
1.	Conduct a comprehensive program review to evaluate and improve the Program with one of its focuses being on diversity and inclusion (GBA+) with an indigenous and gender equity lens
2.	Establish a leadership advisory council to ensure the program is aligned with CAF objectives
3.	Develop and promulgate a sports Defence Administrative Order and Directive
4.	Create a performance measurement framework to quantify sport's contribution to the Defence Policy and guide decision making
5.	Develop a brand image through a marketing and communication plan
6.	Reflect CAF Sports Program elements within DND/CAF Global Engagement Strategy
7.	Develop and implement sports safety framework including training and education, code of conduct, injury prevention, concussion management, protection against maltreatment, surveillance and mitigation
8.	Leverage and nourish partnerships to further enhance the CAF Sports Program including the development of coaches, official and trainers

	<b>Pillar/LOE</b>	<b>RA</b>	<b>Timeline</b>	<b>GBA+ Responsive Approach</b>
	2A	PSP HQ	2024	Collect data on existing participation levels of different groups and promote diversity and involvement of underrepresented populations
	2A	PSP HQ	2024	Integrate criteria into selection process to ensure that at least 50 per cent of program participants are from underrepresented groups
	2B	CMP	2024	Develop policy to support gender diverse accessibility and promote diverse participation
	3B	PSP HQ	2024	Collect and analyze performance metrics, including aggregated demographic data, to better understand specific needs of various sport participants and to inform ongoing service and program design
	3A & 3B	PSP HQ	2025	Market and promote directly to underrepresented populations to promote greater diversity
	3A	PSP HQ & CMP	2026	Leverage Sports Program within global development strategy to promote gender diversity internationally
	1A	PSP HQ & CFHS/DFHP	2027	Develop safety framework taking into consideration gender diverse groups
	1A, 1B, 1C, 2B	PSP HQ	Annually	Improve equity and diversity, particularly among four underrepresented groups: women, visible minorities, people with disabilities, and Indigenous peoples

# 8.0

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## PERFORMANCE MEASUREMENT FRAMEWORK

This section identifies the indicators that will be assessed and monitored to evaluate the Strategy. These indicators are aligned with the Departmental Results Framework (DRF) and will provide leadership and program managers with key metrics that will establish to what extent the CAF Sports Strategy contributed to Defence Policy, THWS and CAF objectives and what changes will be needed to continuously improve the program.

Over the past 20+ years, as a player and a volleyball referee, I can say with confidence that every minute spent training will leave you feeling accomplished, fulfilled and refreshed! Being part of the CAF Sports Program has provided me not just with the obvious physical fitness and health advantage, but it has enabled me to meet some great individuals/friends. As part of the demanding work in the CAF, mental and physical strain can take its toll on us - stepping on the court allowed me to put all that stress aside.

*Athlete and Referee, Sgt Ivan Karin*

## 8.1 PROCESS INDICATORS

The lines of effort outlined in the Strategy will result in tangible outputs that will be identified in this sub-section. **Process Indicators** measure the program's activities and indicate whether the program is being implemented as planned.

Indicator	Target	Date to Achieve Target	Baseline
# of <b>sports*</b>	Optimal number of sports	Biennial	50+
# of <b>athletes*</b>	↑ 1%	Return to baseline by 2025 (post-pandemic) and increase 1% annually thereafter	<ul style="list-style-type: none"> <li>• 20,882 Local Base/Wing<sup>10</sup></li> <li>• 3400 Regional<sup>11</sup></li> <li>• 600 National<sup>12</sup></li> <li>• 200 International<sup>13</sup></li> </ul>
# of <b>coaches*</b>	↑ 10%	Biennial	120
# of <b>officials*</b>	↑ 1%	Biennial	456
# of <b>trainers*</b>	↑ 1%	Biennial	240 <sup>14</sup>
# of <b>patrons</b> by gender	50% representation	2032	10% Female
# of <b>collaborations</b>	Establish & leverage 3 partnerships	2027	1
% of <b>certified</b> coaches	100%	Biennial	No Baseline
# of <b>participants**</b>	↑ 1%	Biennial	25,917

\* By gender, employment equity group, sport, activity (ie clinic, tournament, etc), level (Base/Wing, Regional, National and International), rank and location

\*\* Including athletes, coaches, officials, team managers, trainers and patrons participating in FY 19/20 (of note, participants that participate in Base/Wing programs may be double counted in higher levels of sport ie Regional, National and International)

<sup>10</sup> Canadian Forces Morale and Welfare Services (2020). Headquarters B/W Participation Analysis, March 2020. Ottawa, Ontario. Internal report: unpublished.

<sup>11</sup> Canadian Forces Morale and Welfare Services (2021). Tiger Team Regional Data, 2021. Ottawa, Ontario. Internal report: unpublished.

<sup>12</sup> Canadian Forces Morale and Welfare Services (2020). Headquarters Roster, March 2020. Ottawa, Ontario. Internal report: unpublished.

<sup>13</sup> Canadian Forces Morale and Welfare Services (2020). Headquarters Roster, March 2020. Ottawa, Ontario. Internal report: unpublished.

<sup>14</sup> Canadian Forces Morale and Welfare Services (2020). Headquarters Eligibility List, March 2020. Ottawa, Ontario. Internal report: unpublished.

## 8.2 OUTCOME INDICATORS

Execution of the lines of effort and activities indicated in the CAF Sports Strategy will result in outcomes that will be discussed in this sub-section. **Outcome Indicators** measure whether the CAF Sports Strategy is achieving the expected effects and changes in the short, intermediate, and long term.

Indicator	Target	Date to Achieve Target	Baseline
% of personnel <b>aware</b>	91% (↑ 5%)	2032	85.9% <sup>15</sup>
% of personnel who <b>utilize</b>	43.2% (↑ 2.5%)	2032	39.1% <sup>16</sup>
% of personnel <b>satisfied</b>	83.4% (↑ 5%)	2032	79.4% <sup>17</sup>
# of international events <b>hosted</b> (CISM)	Host two events	Biennially	One international event hosted every 4 years
# of international events <b>attended</b> (CISM)	2 per team	Annually	1 per team
# of international <b>medals</b> and personal bests	↑ 1%	Annually	Civilian Competitions: 58 Podium Results CISM World Competitions: 10 Podium Results <sup>18</sup>
# of <b>Civilian competitions</b> attended (local, regional, national, international)	Need baseline to establish target	Need target to establish date	No Baseline
# of CAF leadership who <b>value</b> sport	Need baseline to establish target	Need target to establish date	No Baseline
% <b>injuries/total participants*</b>	Need baseline to establish target	Need target to establish date	No Baseline

\* Baseline and target to be developed and established by leveraging the Sport Safety Framework, as well as the Injury Prevention and Surveillance System designed to reduce the burden and impact of injuries in the CAF through the THWS

<sup>15</sup> Chowdhury, S., Yeung, E., Musolino, E., & Eren, E. (2021). Winter 2020 Your Say Survey Results: Canadian Armed Forces Members' awareness, usage, and satisfaction with Personnel Support Program (PSP) programs. Defence Research and Development Canada (DRDC). DRDC-RDDC-2021-C207.

<sup>16</sup> Chowdhury, S. et al (2021). Winter 2020 Your Say Survey Results: Canadian Armed Forces Members' awareness, usage, and satisfaction with Personnel Support Program (PSP) programs. DRDC. DRDC-RDDC-2021-C207.

<sup>17</sup> Chowdhury, S. et al (2021). Winter 2020 Your Say Survey Results: Canadian Armed Forces Members' awareness, usage, and satisfaction with Personnel Support Program (PSP) programs. DRDC. DRDC-RDDC-2021-C207.

<sup>18</sup> Canadian Forces Morale and Welfare Services (2018). CISM Information. Ottawa Ontario. Internal report: unpublished.

### 8.3 IMPACT INDICATORS

The long-term effect of the outcomes are **Impact Indicators**. Existing strategies and survey systems will be leveraged to measure Impact Indicators. For example, to assess the contribution that sport plays in developing physical health, existing FORCE data will be leveraged to compare those that participate in sport to the average CAF results.

Indicator	Target	Date to Achieve Target	Baseline	Notes
<b>FORCE</b> Result compared to CAF	Athletes are higher than CAF average and above gold level	Every 3 years	CAF FY19/20 <ul style="list-style-type: none"> <li>• 70 HRF</li> <li>• 256 OF</li> </ul> Nationals FY19/20 <ul style="list-style-type: none"> <li>• 85.3 HRF</li> <li>• 325.7 OF</li> </ul> CISM FY19/20 <ul style="list-style-type: none"> <li>• 85 HRF</li> <li>• 334.5 OF</li> </ul>	<ul style="list-style-type: none"> <li>• Source: FORCE FORMeFit System</li> <li>• Frequency: Annually</li> <li>• Health Related Fitness (HRF) out of 100</li> <li>• Operational Fitness (OF) measured out of 400</li> </ul>
<b>Mental Health</b> Indicator	Need baseline to establish target	Need target to establish date	No Baseline	Under development
<b>Social</b> Health Indicator	Need baseline to establish target	Need target to establish date	No Baseline	Under development
<b>Recruitment, Retention &amp; Transition</b>	Need baseline to establish target	Need target to establish date	No Baseline	Under development

The process indicators are expected to improve by the fifth year. With these program improvements, it is expected that in the ten (10) year timeframe, the interventions and initiatives stemming from this strategy will improve outcomes and maximize the impact of sport on personnel's mental, social and physical wellness. Monitoring these indicators will show how the Sports Program acts as a critical enabler and contributor to Defence Policy, THWS and CAF objectives.

# 9.0

## CONCLUSION

The successful execution of the CAF Sports Strategy will be “A Game Changer”. It will help create an environment that promotes, supports and maximizes the impact of sport in the CAF ultimately contributing to personnel’s wellness, readiness and their ability to undertake missions for the protection of Canada and Canadians.

However, a strategy in and of itself is not enough. Strategy is a team sport; a dedicated and sustained commitment and effort from all levels of CAF leadership down to each individual participant and those who support and administer the programs is required to achieve its vision.

Together we can fully leverage the Strategy and the power of sport to contribute to the achievement of the Strong, Secure and Engaged: Canada’s Defence Policy and the Total Health and Wellness Strategy objectives.



With exposure to sport, I realized that life didn’t end with permanent injury sustained during service, and that by finding new ways of staying active with sport I would not only help improve my physical and mental well-being, but I could also be better positioned to transition to a meaningful and fulfilling life outside of military service. Sport, and the sense of community that surrounds it, have enabled me to perform at a high level within the military, and helped me find a path forward post-injury to a bright and rewarding future.

Athlete, CPO2 (Ret’d) Joe Kiraly





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Having played multiple sports throughout my military career, I look back fondly at the fun, friendships and personal growth that I experienced as a direct result of this amazing opportunity. I didn't truly appreciate it at the time but now I am mindful and grateful for the CAF Sports Program. I wish that other senior leaders could see the tremendously powerful and positive impact that playing sports has on our personnel. It changes lives and makes us stronger members of the CAF team.

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Multi-sport athlete and Patron  
BGen Keith Osmond





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