



Future of Sport Final Report Recommendations 'Coles Notes'



Table of Contents

Top 5 Findings (What the Report Says is Broken)	2
Top 5 Recommendations (What the Report Says To Do)	3
Top 10 Practical Implications for National Sport Organizations (NSOs)	5
Top 10 Practical Implications for PTSOs/PSOs	8
Top 10 Practical Implications for Community Sport Clubs	11
Top 10 Practical Implications for School Sport	14
Top 10 Practical Implications for Multi-Sport Organizations	16
Top 10 Practical Implications for Coaches	21
Top 10 Practical Implications for Parents	24
Summary of 98 Recommendations:	27

(You can find the [full report here](#))

Disclaimer: This document is a synthesized interpretation of the report, developed through careful review and informed extrapolation of its findings and recommendations. It is not a direct, section-by-section consolidation of the original report. Instead, it has been intentionally distilled and reframed to make the key insights more accessible, practical, and digestible for the average stakeholder, while remaining grounded in the spirit and evidence of the source material.





Top 5 Findings (What the Report Says is Broken)

1. The system is fundamentally fragmented and lacks accountability
 1. There is no single body responsible for oversight, governance, or coordination.
 2. Responsibilities are spread across federal, provincial and sport organizations → blurred accountability and inefficiency.
 3. Governance standards exist, but no one enforces or monitors them consistently.

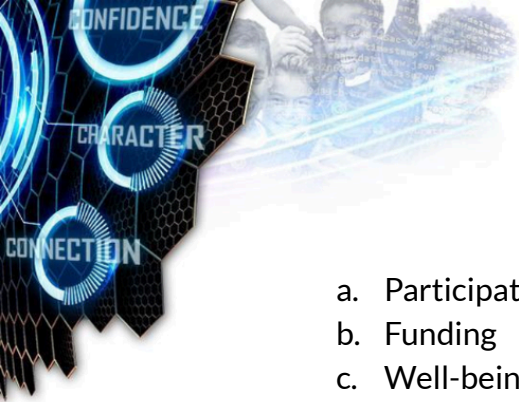
2. Maltreatment is widespread and systemic
 1. Abuse, harassment, discrimination and unsafe environments exist across all levels of sport.
 2. Issues persist due to:
 - a. Power imbalances
 - b. Culture of silence
 - c. Lack of independent oversight
 3. The system has failed to protect participants, especially youth.

3. Participation is declining and deeply inequitable
 1. Major gaps exist for:
 - a. Women and girls
 - b. People with disabilities
 - c. Indigenous and racialized communities
 - d. 2SLGBTQI+ participants
 2. Structural barriers (cost, access, discrimination) limit inclusion → participation is a “serious area of weakness.”

4. Infrastructure and access are inadequate
 1. Canada faces a chronic shortage of facilities and programs.
 2. Existing infrastructure is:
 - a. Aging
 - b. Inaccessible
 - c. Poorly coordinated
 3. This directly limits participation and development pathways.

5. Data, leadership and coordination are missing
 1. No system-wide data collection on:



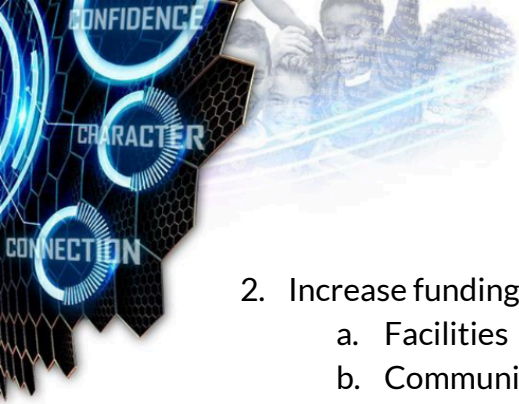


- a. Participation
 - b. Funding
 - c. Well-being
2. No unified leadership → decisions are inconsistent, reactive and often politically influenced.
 3. The result: no clear national direction for sport.

Top 5 Recommendations (What the Report Says To Do)

1. Create a Centralized Sport Entity (the biggest structural change)
 1. A single national body responsible for:
 - a. Leadership
 - b. Funding allocation
 - c. Policy
 - d. Data
 2. Goal: eliminate fragmentation and create clear accountability and coordination.
2. Establish a unified, enforceable safe sport system
 1. Harmonize standards across all levels
 2. Strengthen:
 - a. Complaint mechanisms
 - b. Enforcement
 - c. Prevention systems
 3. Introduce national tools like:
 - a. Registries of sanctioned individuals
 - b. Universal screening standards
3. Implement mandatory governance standards with oversight
 1. Make governance rules binding, not optional
 2. Introduce:
 - a. Monitoring and enforcement
 - b. Transparency requirements
 3. Shift from inconsistent governance → nationally aligned system
4. Invest in participation, infrastructure and inclusion
 1. Develop a national sport infrastructure strategy





2. Increase funding for:
 - a. Facilities
 - b. Community access
 - c. Equity-focused programming
 3. Remove barriers for underrepresented groups
5. Centralize funding and align strategy across Canada
1. Move toward:
 - a. Unified funding model
 - b. Long-term national strategy
 2. Use funding as a lever to enforce:
 - a. Safe sport
 - b. Governance standards
 3. Reduce duplication and improve efficiency

This report is essentially saying:

1. The system isn't just underperforming, it's structurally broken.
2. It's not a funding problem first; it's a leadership, accountability and alignment problem.
3. And the solution isn't incremental reform, it's centralization + standardization + enforcement.



Top 10 Practical Implications for National Sport Organizations (NSOs)

1. Shift from Authority-Based to Value-Based Legitimacy

NSOs will no longer derive relevance from their position in the system, but from demonstrated impact and usefulness.

1. The report explicitly reframes legitimacy as something “earned through usefulness” rather than designation

NSOs must clearly show how they support participants, coaches and clubs, not just govern them.

2. Core Role Clarification: System Leadership, Not System Control

NSOs remain responsible for:

1. Rules of the sport
2. National pathways
3. High-performance alignment
4. International coordination

Their role becomes technical leadership and alignment, not broad operational control over the system.

3. Loss of Structural Authority to Centralized Governance

The Commission recommends a centralized Crown Corporation to:

1. Lead strategy
2. Control funding
3. Set policy
4. Oversee compliance

NSOs will operate within a regulated, monitored system, rather than acting as semi-autonomous governing bodies.

4. Increased Accountability Through Oversight and Compliance

A formal system of:

1. Monitoring





2. Auditing
3. Compliance enforcement

will apply to all funded organizations

NSOs must be prepared for continuous performance evaluation, not periodic reporting.

5. Mandatory Governance Standardization

The report identifies:

1. Inconsistent governance is a system failure
2. The need for mandatory, harmonized governance standards

NSOs will need to align with uniform governance requirements, reducing flexibility but increasing consistency and trust.

6. Funding Becomes Conditional and Centralized

The system will:

1. Centralize federal funding
2. Tie funding to compliance, governance and outcomes

NSOs must shift from entitlement-based funding → performance- and compliance-based funding.

7. Expanded Safe Sport Obligations and Enforcement

Key evidence:

1. Persistent issues of abuse and maltreatment
2. Inconsistent screening and safeguarding practices across organizations
3. Movement toward universal standards and independent mechanisms

NSOs must implement:

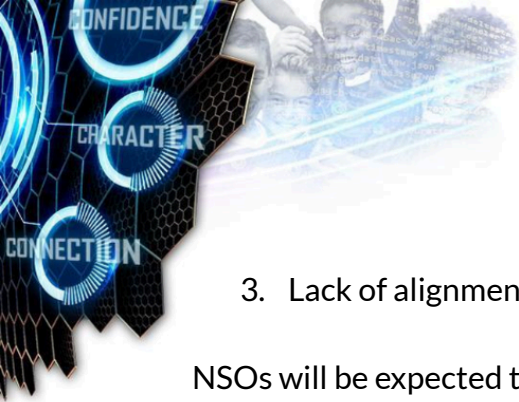
1. Robust safeguarding systems
2. Standardized screening
3. Alignment with independent complaint and investigation processes

8. Responsibility for System-Wide Alignment (Not Fragmentation)

The report highlights:

1. Fragmentation
2. Overlapping mandates





3. Lack of alignment across organizations

NSOs will be expected to:

1. Align with national priorities
2. Reduce duplication
3. Participate in shared service models

9. Reduced Control Over Provincial/Territorial and Local Bodies

The report notes:

1. NSOs currently have limited oversight/control over PT organizations and clubs

Combined with centralization, NSOs will likely:

1. Lose indirect influence
2. Operate within a system where alignment is enforced externally, not negotiated internally

10. Greater Emphasis on Participation, Inclusion and Workforce Development

Drawing from international models cited (e.g., Ireland):

1. Participation growth
2. Inclusion
3. Coach/official/volunteer development
4. Long-term engagement

NSOs will be expected to contribute not just to high performance, but to:

1. Broad participation outcomes
2. Workforce capacity (coaches, officials, volunteers)
3. System-wide accessibility and inclusion

Across the report, the consistent direction is this: NSOs move from being “governing authorities within a fragmented system” → to “accountable delivery partners within a centralized, regulated system.” This is not subtle; it’s structural.





Top 10 Practical Implications for PTSOs/PSOs

1. Loss of Structural Necessity (Relevance Must Be Earned)

The report repeatedly highlights:

1. Overlapping mandates
2. Duplication across levels
3. Fragmentation as a core system failure

Combined with the reframing that organizations must “earn relevance through usefulness,” PTSOs/PSOs are no longer structurally guaranteed a role; they must prove value to survive.

2. Shift from Governance Bodies → Service Delivery Organizations

With governance, funding and policy moving toward a centralized entity:

PTSOs/PSOs transition away from:

1. Policy interpretation
2. Governance duplication

Toward:

1. Program delivery
2. Coach/club support
3. Community engagement

3. Potential Consolidation or Amalgamation

The report explicitly identifies:

1. The need to amalgamate sport organizations
2. Reduce duplication across jurisdictions

Some PTSOs/PSOs may:

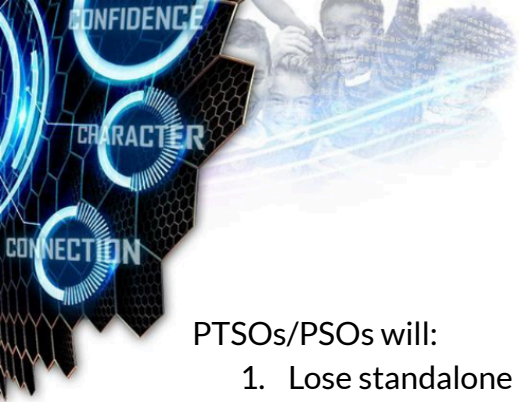
1. Merge
2. Be absorbed into shared service models
3. Or disappear entirely if redundant

4. Integration into Shared Services Models

The Commission calls for:

1. Shared services (IT, HR, legal, finance, communications) across organizations





PTSOs/PSOs will:

1. Lose standalone infrastructure
2. Operate within centralized or pooled operational systems

5. Reduced Autonomy in Policy and Governance

With:

1. National governance standards
2. Central oversight
3. Harmonized policies across the system

PTSOs/PSOs will have:

1. Less ability to create independent policies
2. More responsibility to implement, not interpret

6. Alignment Becomes Mandatory, Not Optional

The report identifies a major issue:

1. Lack of alignment across the sport system

PTSOs/PSOs must:

1. Align with national priorities
2. Align with NSO pathways
3. Align with centralized policies

Non-alignment will likely impact:

1. Funding
2. Recognition
3. Participation in the system

7. Funding Will Be Conditional and Potentially Re-Routed

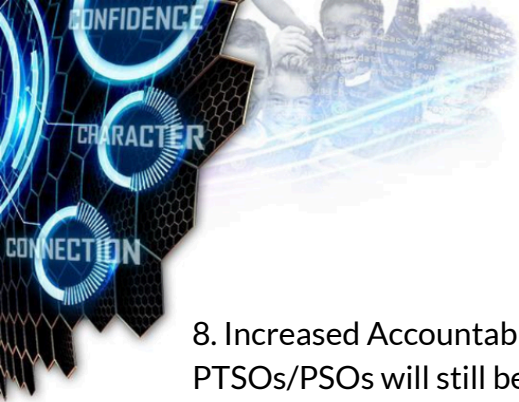
With:

1. Centralized funding distribution
2. Monitoring tied to outcomes and compliance

PTSOs/PSOs may:

1. No longer receive direct or guaranteed funding
2. Be funded based on delivery effectiveness, not structure





8. Increased Accountability Without Increased Authority

PTSOs/PSOs will still be responsible for:

1. Local delivery
2. Community experiences
3. Safe Sport implementation

But with:

1. Less control over policy, funding and structure

They face a “delivery accountability gap”: High expectations for outcomes, with reduced control over inputs.

9. Standardized Safe Sport and Screening Requirements

The report highlights:

1. Inconsistent screening and safeguarding practices
2. Need for universal standards

PTSOs/PSOs must:

1. Implement standardized screening
2. Align with national safe sport systems
3. Potentially adopt independent complaint mechanisms

10. Direct-to-Community Orientation Will Increase

Evidence shows:

1. Current system struggles with accessibility, participation and community impact
2. International models emphasize participation, inclusion and workforce development

PTSOs/PSOs will be expected to:

1. Deliver measurable community impact
2. Support clubs, coaches and participants directly
3. Focus on participation growth, not just structure

If we strip this down to its essence, PTSOs/PSOs move from “regional governing intermediaries” → to “accountable delivery and support operators.” And more bluntly: If they don’t deliver clear value at the community level, the system no longer needs them.





Top 10 Practical Implications for Community Sport Clubs

1. Clubs Become the Primary Point of Value Creation

The report consistently reinforces that:

1. The system must deliver better experiences at the participant level
2. Structural reform is meant to improve what happens on the ground

Clubs are no longer downstream recipients of the system, they are the system's most important delivery point.

2. Increased Accountability for Participant Experience

The Commission was created in response to:

1. Abuse, maltreatment and systemic failures in sport environments

Clubs will be expected to demonstrate:

1. Safe environments
2. Positive experiences
3. Development outcomes

This shifts clubs from: "Running programs" → "Being accountable for experiences and outcomes."

3. Standardized Safe Sport Requirements at Club Level

Evidence shows:

1. Safeguarding practices vary widely
2. Inconsistency across affiliated and non-affiliated clubs

Clubs will need to:

1. Implement standardized safeguarding protocols
2. Align with national complaint and reporting systems
3. Follow consistent screening requirements

4. Mandatory Background Screening and Risk Management

The report identifies:

1. Inconsistent screening practices
2. Need for broader, standardized approaches beyond vulnerable sector checks





Clubs must adopt:

1. Multi-layered screening (not just police checks)
2. Ongoing risk management practices
3. Clear thresholds and processes

5. Direct Oversight Will Increase (Even at Local Level)

With:

1. Centralized compliance
2. Monitoring and auditing of funded organizations

Clubs will no longer operate loosely; they will be:

1. Measured
2. Monitored
3. Potentially audited

Even if indirectly through NSOs/PTSOs or directly via central systems.

6. Affiliation Will Matter More (or Be Replaced by New Models)

The report notes:

1. Clubs affiliated with NSOs follow safeguarding systems
2. Non-affiliated clubs operate inconsistently

Future models will likely:

1. Require formal alignment with recognized systems
2. Or replace affiliation with direct-to-system participation models

7. Reduced Administrative Burden Through Shared Services

The system currently suffers from:

1. Duplication of admin functions across levels

Clubs may gain:

1. Access to centralized tools (registration, compliance, communication)
2. Reduced the need to manage everything independently

8. Greater Emphasis on Inclusion, Access and Participation

The report highlights:





1. Participation gaps
2. Barriers related to cost, access and experience quality

Clubs will be expected to:

1. Increase accessibility
2. Support diverse populations
3. Focus on long-term participation, not short-term competition

9. Coaches and Volunteers Become Critical System Assets

International models and report findings emphasize:

1. Need to improve the quality and quantity of coaches, officials and volunteers

Clubs must:

1. Develop, not just recruit, coaches
2. Support volunteer sustainability
3. Deliver consistent education and standards

10. Clubs Must Demonstrate Development Outcomes (Not Just Activity)

Underlying many findings:

1. Lack of tracking
2. Lack of accountability for participant development
3. Misalignment around what “development” actually means

Clubs will need to show:

1. Progress of participants
2. Quality of experience
3. Evidence of improvement

This is a major shift from: “We ran a season” → “Here’s what improved because of it”
Community clubs move from “program operators” → to “accountable experience and development environments.”





Top 10 Practical Implications for School Sport (High School & University)

1. Integration Into the National Sport System (Not Parallel to It)

The report identifies:

1. Fragmentation across the sport system
2. Lack of coordination between sectors

School sport can no longer operate as a parallel system; it will need to:

1. Align with national standards
2. Connect with broader sport pathways
3. Contribute to system-wide objectives

2. Alignment of Policies, Standards and Safeguarding

The report calls for:

1. Harmonized policies across all sport environments
2. Consistent safe sport enforcement

High school and university sport programs will need to:

1. Align with national safe sport standards
2. Adopt consistent screening, reporting and conduct policies

3. Inclusion in a Unified Safe Sport System

Evidence shows:

1. Maltreatment occurs across all levels of sport

School sport will likely be:

1. Included in national complaint mechanisms
2. Required to follow standardized investigation and reporting processes

4. Increased Accountability for Student-Athlete Well-Being

The report emphasizes:

1. Athlete well-being
2. Mental health
3. Safe environments





Schools will be expected to demonstrate:

1. Safe, supportive environments
2. Clear well-being practices
3. Accountability for student-athlete experience

5. Greater Alignment Between Education and Sport Objectives

Currently:

1. Academic systems and sport systems operate separately

There will be pressure to:

1. Align sport participation with educational outcomes
2. Recognize sport as part of holistic development
3. Reduce conflict between academic and athletic priorities

6. Improved Data Collection and Reporting

The report highlights:

1. Lack of system-wide data on participation, outcomes and well-being

School sport programs will need to:

1. Track participation and retention
2. Contribute data to national systems
3. Provide visibility into student-athlete outcomes

7. Expanded Role in Participation and Access

The report identifies:

1. Declining participation
2. Barriers related to cost and access

School sport becomes a critical:

1. Entry point for participation
2. Equalizer for access (especially where club sport is cost-prohibitive)

8. Standardization of Coaching and Staff Requirements

The report highlights:

1. Inconsistent training and screening across environments





School-based coaches (teachers, volunteers, staff) will need:

1. Standardized training
2. Safe Sport Certification
3. Consistent screening

9. Stronger Connection to Community and Club Sport

Fragmentation currently limits:

1. Athlete movement
2. Development continuity

Schools will be expected to:

1. Coordinate with clubs and NSOs
2. Support aligned development pathways
3. Reduce duplication and competition between systems

10. Shift Toward Development and Experience Over Results

A core issue in the report:

1. Misalignment around the purpose of sport
2. Overemphasis on outcomes vs. development

School sport will need to reinforce:

1. Participation
2. Personal development
3. Positive experience

Rather than purely:

1. Competition
2. Rankings
3. Performance outcomes

School sport moves from “parallel participation system” → to “integrated development and access pillar within the national sport system.”





Top 10 Practical Implications for Multi-Sport Organizations (Parks & Recreation, Municipal & Community Providers)

1. Positioned as Primary Drivers of Participation and Access

The report identifies:

1. Participation decline
2. Major inequities in access (cost, geography, inclusion)

Multi-sport organizations become frontline participation engines, especially for:

1. Entry-level sport
2. Underserved populations
3. Lifelong activity pathways

2. Increased Strategic Importance in the National Sport System

The system lacks:

1. Coordination
2. Clear leadership
3. Aligned delivery across environments

Parks & rec organizations will move from: “Local service providers” → “Strategic system partners”

3. Alignment with National Standards and Frameworks

The report calls for:

1. Harmonized policies
2. Consistent standards across all sport environments

Multi-sport providers will need to align with:

1. Safe Sport Standards
2. Inclusion policies
3. Development principles

4. Central Role in Equity and Inclusion Outcomes

The report highlights gaps for:

1. Women and girls
2. Indigenous communities





3. Racialized populations
4. People with disabilities

Municipal and community providers will be expected to:

1. Deliver inclusive programming
2. Remove participation barriers
3. Lead equity-focused initiatives

5. Increased Responsibility for Safe Sport Implementation

Maltreatment is identified as:

1. Systemic across all levels of sport

Parks & rec programs must:

1. Implement safeguarding standards
2. Train staff and volunteers
3. Align with national reporting systems

6. Integration Into Centralized Data and Reporting Systems

The report highlights:

1. No system-wide data on participation or outcomes

Multi-sport organizations will need to:

1. Track participation and retention
2. Share data with national systems
3. Contribute to system-wide visibility

7. Reduced Duplication Through System Coordination

The system currently suffers from:

1. Overlapping roles
2. Uncoordinated delivery across organizations

Parks & rec providers will:

1. Coordinate with clubs, schools, and NSOs
2. Avoid duplicating programs
3. Become part of an integrated delivery network





8. Greater Access to Infrastructure Investment

The report identifies:

1. Facility shortages
2. Aging and inaccessible infrastructure

Municipal providers will likely:

1. Be key recipients of infrastructure investment
2. Play a central role in facility planning and access

9. Expanded Role in Early Sampling and Multi-Sport Development

While not explicitly stated, the report emphasizes:

1. Participation
2. Access
3. Long-term engagement

Multi-sport environments are best positioned to:

1. Introduce participants to sport
2. Support multi-sport exposure
3. Reduce early specialization pressures

10. Shift Toward Measurable Community Impact (Not Just Program Delivery)

The report highlights:

1. Lack of accountability
2. Lack of outcome tracking

Parks & rec organizations will need to demonstrate:

1. Participation growth
2. Inclusion outcomes
3. Community impact

Not just:

1. Number of programs delivered

Multi-sport organizations move from “local program providers” → to “core access, inclusion, and participation infrastructure for the national system.”





The report makes one thing very clear: The biggest weakness in Canadian sport is not high performance, it's participation, access, and experience. And that is exactly where:

1. Parks & rec
2. Community sport hubs
3. Multi-sport providers already operate.





Top 10 Practical Implications for Coaches

1. Coaches Become Central to System Reform (Not Peripheral)

The report repeatedly identifies that:

1. Participant experience is inconsistent
2. Harm often occurs within the training environment

Coaches are no longer just deliverers of sport, they are primary drivers of participant safety, experience and retention.

2. Increased Accountability for Athlete Experience and Well-Being

The Commission highlights:

1. Abuse and maltreatment occurring within sport environments

Coaches will be held accountable for:

1. Emotional safety
2. Psychological well-being
3. Overall athlete experience, not just performance

3. Mandatory Safe Sport Training and Compliance

Evidence shows:

1. Inconsistent safeguarding knowledge and application across the system

Coaches will be required to:

1. Complete standardized safe sport education
2. Follow clear behavioral and reporting protocols
3. Operate within enforceable safeguarding frameworks

4. Standardized Screening and Ongoing Monitoring

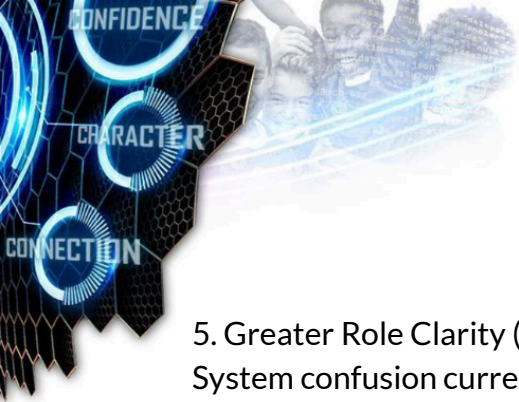
The report identifies:

1. Gaps in screening practices and inconsistency in application

Coaches will face:

1. More rigorous entry requirements
2. Ongoing monitoring (not one-time checks)
3. Clear consequences for non-compliance





5. Greater Role Clarity (What Coaches Are and Are Not Responsible For)

System confusion currently exists across:

1. Governance
2. Delivery
3. Oversight

Coaches will operate within:

1. Clearer boundaries
2. Defined expectations
3. Standardized roles across the system

6. Alignment with National Standards and Frameworks

With:

1. Centralized governance
2. Harmonized policies

Coaches will need to:

1. Align with standardized development models
2. Deliver within consistent national frameworks
3. Reduce variation in approach across regions

7. Increased Expectation of Professional Conduct (Regardless of Pay Level)

The report highlights:

1. Variability in coaching quality and behavior
2. Risks tied to informal or under-supported environments

All coaches, paid or volunteer, will be expected to:

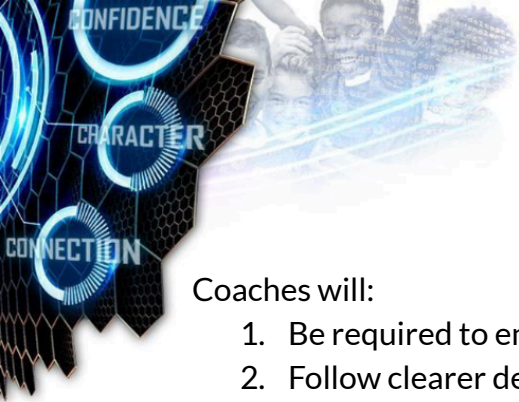
1. Meet professional standards
2. Follow ethical guidelines
3. Demonstrate appropriate conduct consistently

8. More Structured Education and Development Pathways

International comparisons emphasize:

1. Workforce development (coaches, officials, volunteers) as a system priority





Coaches will:

1. Be required to engage in ongoing education
2. Follow clearer development pathways
3. Receive more structured (and likely standardized) training

9. Reduced Autonomy in Exchange for Increased Support

With:

1. Standardization
2. Central oversight
3. Defined frameworks

Coaches may lose:

1. Some flexibility in how they operate

But gain:

1. Clearer tools
2. Better guidance
3. More support systems

10. Expectation to Contribute to Participant Retention and Inclusion

The report identifies:

1. Participation decline
2. Barriers to access and retention

Coaches will be expected to:

1. Create inclusive environments
2. Support long-term engagement
3. Contribute to participation outcomes, not just team success

Coaches move from “activity leaders” → to “accountable developers of people within a regulated system.”

The Most Important (and Subtle) Insight. The report does not say: “Coaches need to do more.” It shows: “The system has failed to properly support, standardize and monitor coaches.” Which creates a dual reality:

1. Higher expectations for coaches
2. Greater responsibility on the system to support them





Top 10 Practical Implications for Parents

1. Parents Become Recognized as Key Influencers of Athlete Experience

While not formally governed, the report makes clear:

1. Athlete experience is shaped by the environment around them, not just the coach or system

Parents are implicitly part of the system, they directly influence:

1. Enjoyment
2. Retention
3. Emotional safety

2. Greater Emphasis on Safe Sport Awareness and Responsibility

The report identifies:

1. Ongoing issues of maltreatment and harm within sport

Parents will be expected to:

1. Understand safe sport principles
2. Recognize warning signs
3. Know how and where to report concerns

3. Clearer Understanding of Roles and Boundaries

System confusion currently exists across stakeholders.

Parents will need to operate within clearer expectations:

1. Support, not coach
2. Advocate appropriately, not intervene impulsively
3. Respect the roles of coaches, officials and organizations

4. Increased Visibility into Complaint and Reporting Systems

The report supports:

1. Independent mechanisms for reporting and handling complaints

Parents will:

1. Have more direct access to reporting channels
2. Be expected to use formal processes rather than informal escalation





5. Higher Expectations for Sideline and Behavioural Conduct

Although not explicitly legislated in detail, the report ties:

1. Environment quality
2. Emotional safety
3. Participant experience

Parent behaviour becomes part of:

1. The safety environment
2. The overall culture of sport

6. Greater Transparency Into Athlete Experience and Development

The report highlights:

1. Lack of visibility into participant experience
2. Lack of consistent tracking or accountability

Parents will increasingly expect:

1. Clear communication
2. Insight into their child's experience
3. Understanding of progress and development

7. Increased Responsibility in Supporting Retention and Participation

The report identifies:

1. Dropout and participation challenges
2. Environmental factors as key drivers

Parents play a direct role in:

1. Whether children stay in sport
2. How they interpret success, failure and progress

8. More Structured Communication with Clubs and Coaches

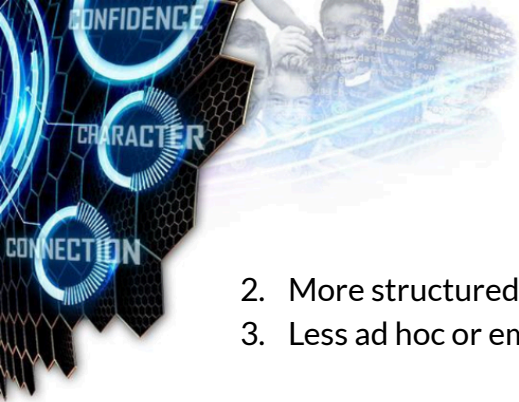
With:

1. Standardization
2. Alignment across the system

Parent communication will likely become:

1. More formalized





2. More structured
3. Less ad hoc or emotionally reactive

9. Expectation to Support Inclusion and Accessibility

The report emphasizes:

1. Equity
2. Inclusion
3. Access challenges

Parents will be expected to:

1. Contribute to inclusive environments
2. Support team and community culture
3. Respect diverse participants and pathways

10. Shift from Outcome-Focused to Experience-Focused Mindset

A core underlying issue in the report:

1. Misalignment around what sport is meant to deliver

Parents will need to shift from:

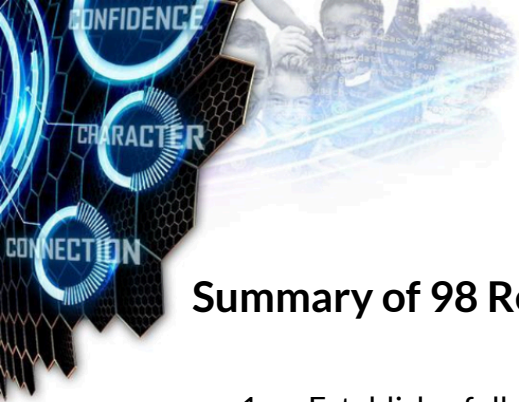
1. Winning, selection, comparison

Toward:

1. Development
2. Enjoyment
3. Long-term participation

Parents move from “external observers/supporters” → to “active contributors to the sport environment and athlete experience.”

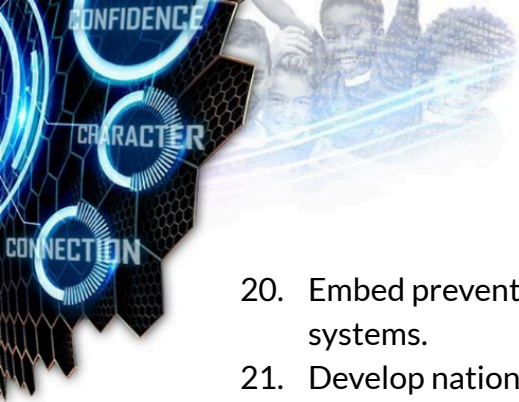




Summary of 98 Recommendations:

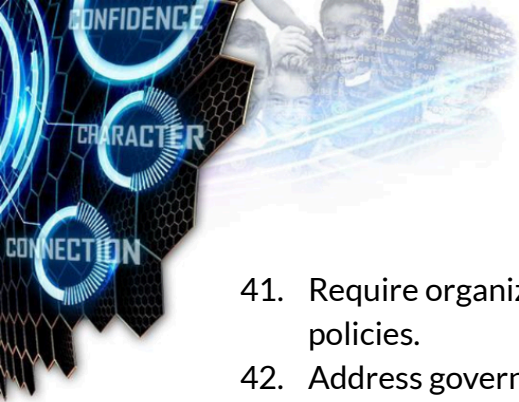
1. Establish a fully independent national safe sport mechanism to receive and manage complaints across all levels of sport.
2. Ensure the safe sport system is trauma-informed and centred on the needs of victims and survivors.
3. Mandate participation in the national safe sport system as a condition of federal funding.
4. Expand the jurisdiction of safe sport mechanisms to include all participants, not just high-performance athletes.
5. Create a single, harmonized complaint intake process across the country.
6. Standardize investigation procedures to ensure fairness, consistency and timeliness.
7. Implement clear timelines for complaint resolution to reduce delays and uncertainty.
8. Ensure access to independent legal, psychological and advocacy support for complainants.
9. Provide culturally appropriate supports for Indigenous participants and equity-deserving groups.
10. Require mandatory reporting obligations for maltreatment across all sport organizations.
11. Introduce whistleblower protections for individuals reporting abuse or misconduct.
12. Establish a national public registry of sanctioned individuals in sport.
13. Require all sport organizations to maintain and contribute to sanction registries.
14. Standardize sanction definitions and enforcement across all jurisdictions.
15. Ensure sanctions are portable across provinces, territories and sport organizations.
16. Implement mandatory background checks and screening for all individuals in positions of authority.
17. Standardize screening requirements nationally to eliminate inconsistencies.
18. Require ongoing education and certification in safe sport practices for all stakeholders.
19. Introduce mandatory safe sport training for coaches, administrators and volunteers.





20. Embed prevention strategies into all sport programming, not just reactive systems.
21. Develop national standards for athlete well-being, including mental health protections.
22. Require sport organizations to adopt and implement the Universal Code of Conduct consistently.
23. Strengthen monitoring and enforcement of compliance with safe sport policies.
24. Create independent oversight to audit safe sport systems and outcomes.
25. Establish clear consequences for organizations that fail to meet safe sport requirements.
26. Mandate the adoption of the Canadian Sport Governance Code for all federally funded sport organizations.
27. Extend governance standards beyond national bodies to provincial, territorial and community organizations.
28. Develop an amended governance code adaptable to provincial and territorial legislative realities.
29. Establish a national oversight mechanism dedicated specifically to sport governance.
30. Conduct regular, independent audits of sport organizations to ensure governance compliance.
31. Tie federal funding eligibility directly to governance compliance and audit outcomes.
32. Require public transparency in governance structures, decision-making and board composition.
33. Implement standardized board term limits and renewal practices across sport organizations.
34. Require diversity and inclusion representation at the board and leadership levels.
35. Strengthen conflict-of-interest policies and enforcement across all sport organizations.
36. Introduce mandatory governance training for board members and senior leadership.
37. Standardize reporting requirements for governance performance and effectiveness.
38. Require clear separation between governance (board) and operations (management).
39. Ensure athlete representation is embedded in governance structures at all levels.
40. Create mechanisms for athlete voice and feedback in decision-making processes.





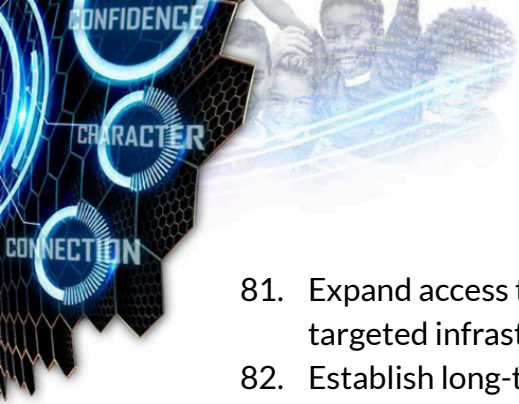
41. Require organizations to demonstrate alignment with national priorities and policies.
42. Address governance fragmentation by aligning roles and responsibilities across system levels.
43. Encourage shared services models to reduce duplication and improve efficiency.
44. Promote amalgamation of organizations where fragmentation creates inefficiency.
45. Establish clear accountability frameworks across federal, provincial and organizational levels.
46. Standardize policies across sport organizations to reduce inconsistency and confusion.
47. Require coordinated planning across jurisdictions to align sport system priorities.
48. Improve collaboration between sport organizations and multisport service providers.
49. Introduce system-wide performance measurement frameworks for governance and delivery.
50. Ensure governance reforms are supported by enforcement mechanisms, not voluntary adoption.
51. Establish a Centralized Sport Entity to provide national leadership and coordination for sport and physical activity in Canada.
52. Structure the Centralized Sport Entity as an independent body with clear authority and accountability.
53. Consolidate federal sport and physical activity responsibilities under a single minister and department.
54. Transfer responsibility for federal sport funding allocation to the Centralized Sport Entity.
55. Develop a comprehensive national sport and physical activity strategy led by the Centralized Sport Entity.
56. Ensure the Entity aligns federal, provincial and territorial priorities through coordinated planning.
57. Mandate evidence-based decision-making across all levels of the sport system.
58. Establish national data collection systems to track participation, performance, funding and well-being.
59. Centralize data management to support transparency, benchmarking and informed policy decisions.
60. Require consistent reporting from all sport organizations into national data systems.





61. Develop a long-term, sustainable funding model for sport and physical activity.
62. Diversify funding sources to reduce reliance on inconsistent or short-term government funding.
63. Simplify and centralize funding application processes for sport organizations.
64. Introduce standardized funding criteria aligned with national priorities and outcomes.
65. Use funding as a lever to enforce compliance with safe sport and governance standards.
66. Improve monitoring and evaluation of how funding is used across sport organizations.
67. Ensure equitable distribution of funding to support grassroots and community sport.
68. Increase investment in participation-based sport alongside high-performance sport.
69. Develop targeted funding strategies for equity-deserving groups.
70. Create financial incentives for organizations that demonstrate measurable development outcomes.
71. Improve intergovernmental collaboration through formalized agreements and shared accountability.
72. Clarify roles and responsibilities between federal, provincial and territorial governments.
73. Reduce duplication of services and programs across sport system stakeholders.
74. Build shared service platforms to improve efficiency and reduce administrative burden.
75. Implement a phased approach to transition toward a centralized and coordinated sport system.
76. Develop a national sport infrastructure strategy to guide investment and facility development across Canada.
77. Increase federal investment to repair, modernize and build sport and recreation facilities.
78. Prioritize multi-use, community-accessible facilities that support both grassroots and high-performance sport.
79. Improve coordination and shared use of existing public facilities such as schools and municipal spaces.
80. Ensure infrastructure investments address accessibility for persons with disabilities.





81. Expand access to sport in rural, remote and Indigenous communities through targeted infrastructure support.
82. Establish long-term, stable funding programs dedicated specifically to sport infrastructure.
83. Reduce financial barriers to participation through subsidies, tax measures and program funding.
84. Develop national strategies to increase participation in sport and physical activity across all age groups.
85. Create targeted programs to increase participation among women and girls.
86. Address systemic barriers limiting participation for racialized communities and newcomers.
87. Expand inclusive programming for 2SLGBTQI+ participants to ensure safe and welcoming environments.
88. Increase access to adapted sport programs and equipment for persons with disabilities.
89. Support Indigenous-led sport initiatives and respect Indigenous governance in sport development.
90. Embed equity, diversity, inclusion and accessibility (EDIA) principles across all sport policies and programs.
91. Improve education and awareness on inclusion and equity for all sport stakeholders.
92. Strengthen pathways for lifelong participation in sport beyond youth and high-performance streams.
93. Promote sport as a tool for physical, mental and social well-being across communities.
94. Integrate sport and physical activity more closely with health, education and community systems.
95. Encourage innovation and pilot programs to test new models of sport delivery and engagement.
96. Develop public awareness campaigns to promote the value and benefits of sport participation.
97. Establish clear national benchmarks and targets for participation, inclusion and system performance.
98. Commit to ongoing evaluation, public reporting and continuous improvement of the sport system.

