



Canadian Association For the  
Advancement of Women  
and Sport and Physical Activity

# **Success Stories**

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## **Increasing Opportunities for Girls and Women in National and Multi-Sport Organizations**

CAAWS appreciates the information provided by all the National Sport and Multi-Sport organizations to compile these Success Stories. CAAWS would like to thank these organizations for creating opportunities for girls and women to participate and lead in sport and physical activity.

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Canada



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# Introduction

Over the last decade significant headway has been made in creating a more equitable sport system in Canada. While there is still a way to go to achieve equity, there are many positive examples of organizations and sports that have made dramatic change and raised the bar in terms of opportunities for girls and women to participate on a more equal footing. Several of these national sport organizations and multi-sport organizations are profiled in this project. They show the different and creative ways that change has been made. As you read you will see how organizations have had to take into consideration many factors, including the culture and the values of their memberships. Mistakes have been made, there have been setbacks, but persistence and commitment have created environments which are now more open to both genders.

Clearly one of the bigger challenges left to address is the development of female coaches, officials and leaders. While girls and women are participating in sport in larger numbers every year, we still see very few women in the leadership roles that often define the direction and focus of the organizations.

	2000 Olympic Summer Games*	2002 Olympic Winter Games	2004 Olympic Summer Games	2004 Paralympic Summer Games
Head Coaches	30	14	27	15
Female Head Coaches	4 (13%)	3 (21%)	2 (7%)	2 (13%)
All Coaches	86	57	82	35
Female Coaches	16 (18%)	14 (24%)	8 (10%)	7 (20%)

Coaching Association of Canada statistics

\* approximately half of the Canadian athletes were women,

The situation is not much different on the national leadership scene. Less than 25% of the Olympic and Pan Am sport federations have women at the helm professionally and even fewer have females as the President, Chair or principal volunteer ( $\pm 14\%$ ). Clearly we have a long way to go in these areas.

Why is it important to increase the number of women in leadership roles? The field of sport and physical activity relies heavily on voluntarism. And many of these volunteers are women. While women are certainly involved in large numbers at the lower levels of the sport and physical activity world, they remain underrepresented at more senior and influential levels. It just makes sense to nurture the skill and interest demonstrated by women at the grass roots level for the benefit of sport and as a means of helping women to reach their full potential. When dealing with challenging situations, as most organizations are, it makes good sense to be able to draw on a broad range of perspectives and approaches. This becomes the norm when an organization is open to both genders.

CAAWS has developed a number of programs to help women develop the skills required to participate and lead in sport and physical activity. An inventory of these programs is included at the back of this publication. A recent addition is the Women and Leadership program. This series of three professional development workshops (Effective Communication, Conflict Resolution and Influencing Change) were designed for women by women. Each half-day session blends theory with practical applications and provides an opportunity for women working or volunteering in the sport or active living communities, recreation field or school system to share experiences, reflect on ideas and apply specific techniques.

CAAWS acknowledges that this document is just a sampling of the many projects, programs and strategies that organizations are implementing for the benefit of all Canadians. This is not meant as a comprehensive inventory. CAAWS' welcomes and encourages you to share your positive examples of gender equity. They will be included on the CAAWS website and in future publications.







# Canada Games Council

## Overview

The Canada Games is Canada's only national multi-sport event and provides high-level competition for the next generation of national and international stars. The Games have been held every two years alternating between winter and summer since 1967. The Canada Games Council, as franchise holder for the Games, works in partnership with governments, the private sector and the sport community to enrich the lives of young athletes through the Canada Games Movement. In order to increase the impact of the Canada Games and Canada Games Movement on sport development in Canada, among other objectives, the Canada Games Council is committed to increasing the range of sports in Canada in which females participate and to increase the number of females involved in sport in Canada as athletes, coaches, support personnel and technical officials. The focus of policies and programs are specifically:

- Athletes – ensuring a gender balance in the numbers of athletes participating in the Games;
- Coaching – ensuring female coaching representation for teams with female athletes; the specific Women in Coaching program was put into place by the CAC and provincial/territorial (P/T) partners to provide professional development and practical opportunities for female coaches to be integrated into the PSO / NSO systems through the Canada Games.
- Leadership – ensuring female representation within core management staff of each team (manager, support personnel, etc...)

Significant progress has been made. Sport selection has seen the male:female athlete ratio rise from approximately 60:40 at the 1985 Canada Summer Games / 1987 Canada Winter Games to the current 51:49. The percentage of female coaches has gradually risen from 25% in 1993 to 39% in 2003 and a Women in Coaching program will be implemented for the first time at the 2005 Canada Summer Games in Regina.

## How do they do it?

The Canada Games Council has implemented gender equity into policy around the Games for athletes, coaches and support personnel (i.e. sport selection, sport technical packages, etc.). In addition they have partnered with the CAC Women in Coaching program to provide direct support to develop and train potential Canada Games level female coaches to meet the gender requirements of the Games in the coaching area. This initiative has been supported by all Provincial/Territorial Governments and facilitated by the Canada Games Council at the Canada Games.

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## To Be Continued . . .

- Secure additional financial resources for more women to access the coaching program. Discussion with all partners will be required.
- Integrate the numbers (minimum 13 – one from each province and territory) required for the coaching program into the sport selection process to ensure this will be incorporated with every Host Society (at no cost to the Hosts).
- Continue to explore other ways in which policies can be entrenched with Host Societies (women in leadership), and / or the development/delivery of other programs to support policy statements.

## Lessons Learned

- Affirmative action helps to start to move the organization towards equity
- Entrenching rules in policy and fundamental documents at the national level has helped to impact change at the provincial level
- Policy is not enough – effective programming needs to be put in place for policy to move into action





# Canadian Amateur Wrestling Association

## Overview

Canada has been at the forefront of the development of women's wrestling since its first appearance on the international scene in 1993 when two of the three Canadians participating in the world championships won medals. Since that time Canadian women have continued their success at the international level and the sport has seen tremendous growth in the number of women competing domestically through schools and the club system.

## How do they do it?

The Canadian Amateur Wrestling Association (CAWA) led the charge for change in women's wrestling. In 1993 it established the first National Women's Team Program. CAWA held national team trials and earmarked funding to support women's training and travel to competitions. In a bold move CAWA also banned females from wrestling against males. This was a very controversial decision as it restricted the opportunity for some females to compete. However this was seen as necessary to ensure the growth of the women's side. The CAWA board made policy decisions which supported these moves and these policies were then adopted by the provincial and territorial bodies and the universities. The transition was not without its challenges. Legal battles arose but most disappeared once female categories were added to the formerly all male competitions. Some male coaches would not allow girls in their programs and some referees even boycotted girls' matches but the acceptance of female wrestling kept growing and these early objections soon disappeared. The sport has grown rapidly through the high schools and now at the university level with its recent acceptance as a full championship sport.

## National Progress

- Women and girls compete in same number of categories as men at the National Championships
- Equal funding available for men and women on national team
- 8 different women have won medals at the world championships and Olympic Games
- In 1999 women's wrestling was accepted as a full Canadian Interuniversity Sport
- In 2005 women's wrestling will be in the Canada Games for the first time

## International Progress

- The international efforts began in the late 1990s, primarily through the Canadian representatives on the Fédération Internationale des Luttes Associées (FILA) and the program committee of the International Olympic Committee (IOC). In the 2004 Olympic Games 4 weight categories were included for women
- CAWA has lobbied and hosted numerous international events to include women's categories such as the 1998 Pan Am continental championships in Winnipeg, 2002 FISU Wrestling Championships in Edmonton and the 2003 Pan Am Games in Dominican Republic
- Women's team travels regularly throughout North and South America to promote and support the development of women's wrestling

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## To Be Continued . . .

- Increase number of high performance female coaches coaching women and officiating at the higher levels
- Keep female university athletes involved after they complete their education so that they can develop to their full potential
- Increase the number of universities offering women's wrestling
- Increase the number of Olympic events to equal the men's

## Lessons Learned

- Be bold – take a risk
- Use role models to promote and inspire young women





# Canadian Canoe Association

## Development of Women's Canoeing

### Overview

The Canadian Canoe Association (CCA) is committed to the provision of equitable opportunities for women's canoeing. Within Canada, events for women's canoeing are fully included on the program of all national and international competitions sanctioned and hosted by the CCA. Domestic competitions at the club, divisional and national levels offer a full range of events for women's canoeing. In 1999, the Sprint Racing Council (SRC) approved a strategy for women's canoe at the international level. At the 1999 AGM, a motion was approved that "CCA lend support where possible for the development of women's canoe at the international level". The strategy focused on facilitating the development of international competitive opportunities for women canoe athletes beginning with international invitational competitions, Senior World Cups and eventually the Senior World Championship Program.

### How do they do it?

The development of women's canoe in Canada has been a grassroots movement. While women have participated in war canoes for many years, the small boat events were only open to men. A few pioneers have championed the cause over the years. Since 1995 the Canadian Sprint Canoe Championships have included women's canoe events in all age categories and all distances. This has resulted in the inclusion of women's canoe events on the program of all divisional qualifying races and local regattas.

As CCA achieved success on the domestic level they set their sights on change at the international level. Progress has been made through a coordinated effort of a group of committed women and the Canadian representatives at meetings of the International Canoe Federation (ICF).

Much of the international canoe scene is dominated by "old guard" European federations, many of which view the sport as unsuitable for women. Strategic alliances have been created with like-minded nations such as Australia, the US and Great Britain. It has been essential to identify clear objectives and take small steps that will cumulatively lead to significant change. Canada has identified countries receptive to developing women's canoeing and invested resources in their programs. For example, Canadian women have traveled to Mexico, Brazil, the United States and Russia to give clinics and participate in competitions. Canada is highly respected on and off the water and thus the CCA has positioned itself internationally to be able to advance the women's canoeing agenda.

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### National Progress

- Full range of women's canoe events offered within all national competitions
- Selected athletes are named and announced as "international tour participants"
- Women's canoe events fully included on race card for all club, divisional and national regattas
- Created sub-committee responsible for women's canoe strategy
- Provide assistance with uniform selection and distribution

### International Progress

- Inclusion of exhibition women's canoe events in the 2001 Pan American Canoe Championships
- Inclusion of full medal women's canoe events in Canada Cup competitions
- Inclusion of exhibition women's canoe events at the 2003 Senior World Canoe Championships
- International exchanges that provided education, training and competitive experiences with countries delivering programs for women's canoeing
- Motions presented to 2005 Congress of Pan Am Canoe Federation for formal support of women's canoeing and for full inclusion in competition program
- 2005 Pan American Canoe Championships will include exhibition events on the competition program provided there are a minimum of 3 nations participating (distinct medals will be presented to the top 3 finishers)





## **Canadian Canoe Association (continued)**

### **Development of Women's Canoeing**

#### **To Be Continued . . .**

While progress has been made, there is more that can be done at both the domestic and international levels. Areas that are currently being addressed are promotion and recognition, training and competition and international advocacy. Ideas range from something as simple as the annual identification of a Canadian Women's Canoe Team to the more challenging task of obtaining ICF recognition of women's canoeing within the ICF statutes. Women's canoeing still does not exist in many countries. The available pool of athletes, even in Canada, is still relatively small. The current review of CCA's long-term athlete development model will help build the strength and sustainability of the women's canoeing program.

#### **Lessons Learned**

- Be persistent – change takes time
- Anticipate the issues and prepare for them
- Identify and engage allies
- Build alliances with receptive partners at all levels



# Canadian Freestyle Ski Association

## Jumps and Bumps

### Overview

Freestyle is a relatively young sport having grown out of the “hot-dog” skiing of the 1970s. Its first appearance in the Olympic Games occurred in 1988 as an exhibition event in Calgary. Moguls became an official medal sport in 1992 and Aerials were added in 1994. Freestyle has undergone extraordinary growth in Canada and internationally. At the 2002 Winter Olympics in Salt Lake City, Veronica Brenner won a silver medal, Deidra Dionne won a bronze in women’s Aerials and Jennifer Heil placed fourth in women’s Moguls (missing a medal by 1/100 of a point). Although there has been considerable success on the women’s high performance side, the sport has had difficulty keeping girls involved past the introductory stages and the senior coaching ranks are dominated by men.

### How do they do it?

In 2003 provincial workshops were held across the country to discuss athlete development and address the issue of gender equity. Coaches and administrators were invited to share their positive examples and areas where there were still inequities were examined. To this point the focus had been on developing “athletes” and not specifically girls and boys teams. Once it was recognized that this approach had not provided the same opportunities for girls a number of strategies were created. One approach was to offer “girls only” camps. The first two camps were held in 2004 and were very well received. These camps clearly demonstrated girls’ capacity to do the sport and built interest amongst the participants as well as the female coaches who were invited to lead the sessions.

Another strategy was to increase the number of women coaching at the higher levels. Provincial teams were encouraged to build coaching teams and asked to identify both men’s and women’s coaches. Funding for girls’ camps is only provided if there is a female coach attending. Efforts are made to give leadership of provincial initiatives to female coaches which provides them with work and profile in their community. The Athlete Development Manager regularly attends provincial board meetings to keep promoting the message of equity and addressing challenges the provinces may be facing.

### To Be Continued . . .

- Partner with gymnastic clubs to recruit potential retiring athletes
- Build programming to retain girls after introductory Jumps and Bumps program
- Continue to monitor and assess impact of programming initiatives

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### Lessons Learned

- Start small. Find positive examples and build on them. Identify provincial leaders and support them.
- Develop female athletes and coaches at the same time. Provide sufficient opportunities for Level 1 & 2 coaches to work and the Level 3s and 4s will emerge.
- Create opportunities for girls to train with other girls as well as boys
- Provide consistent and constant messaging from the national body regarding gender equity.





# Canadian Interuniversity Sport

## Overview

Canadian Interuniversity Sport (CIS) is the governing body for university sport in Canada and offers student athletes the opportunity to combine a high performance sport experience with the pursuit of a post-secondary education. CIS differentiates university sport from the club/NSO system in that it combines education and sport. Each year over 11,000 student-athletes across Canada participate in 11 sport disciplines with a schedule of close to 3,500 events starting in September and concluding in March. Internationally, student-athletes can experience the excitement of the Winter and Summer World University Games. Canadian universities employ more coaches (650) than any other sport organization in the country and also provide some of the best sport facilities in the country. It is clear that the CIS is experiencing successes in achieving gender equity. The CIS currently operates ten championships for women and nine for men. With the exception of football for the men and rugby and field hockey for the women, the sport offerings are the same for both genders. With 5,237 (54%) male participants and 4,549 (46%) female participants in the CIS in 2002-2003 the CIS provides nearly equal participation opportunities for men and women. Of the 2,277 student-athletes who competed in CIS Championships in 2004-05, 50.2% were women (1,142), and 49.8% were men (1,135).

## How do they do it?

Equity is firmly entrenched in the bylaws, policies and procedures of the CIS. They clearly describe what is meant by equity and there is little room for discretionary interpretation e.g. committees must have no less than 40% of one gender. The Chair of the Equity and Equality Committee has a seat on the CIS Board of Directors. All decisions must be made with a view to gender equity. Much of this change came about as a result of a major program review. The National Championship Task Force that was formed recognized that the organization was not only inequitable between sports but also between men and women. Traditional university sports like football and basketball had taken up a disproportionate share of the organizations' resources. The task force identified a set of principles that would govern the selection of all championship sports, one of which was equity. A major change in the organization was possible because all the members had bought into the equity and equality policies at the decision-making level. Although equity as a policy is generally easy for people to accept, the implementation is often more challenging. For example, the business case for televising women's sport is not as strong as it is for some of the marquee men's sports such as football and basketball. In this case the organization has stuck to its principles and pushed for coverage of both men's and women's events.

## To Be Continued . . .

- Create an equity survey for members
- Monitor trends and issues to guide future direction
- Share best practices with members and encourage/celebrate successes as they address equity
- Increase amount of financial rewards for female athletes to equal males
- Increase number of female head coaches and advocate for pay equity
- Increase number of female athletic directors

## Lessons Learned

- Commitment to equity must be entrenched to ensure it cannot be removed in the future
- Look for early success and pick something that you can win and is not too painful for the membership

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# Canadian Olympic Committee

## Overview

The Canadian Olympic Committee (COC) is committed to encouraging gender equity in its governance, administration, programs and activities. As the representative of the Olympic Movement in Canada, the COC is guided by and promotes the spirit and the principles of Olympism, the Olympic Movement's defining philosophy. Any form of discrimination, including discrimination on the grounds of sex, is incompatible with the philosophy of Olympism, and therefore with belonging to the Olympic Movement. The COC strives to achieve gender equity by providing both genders with a full and equal range of opportunities within the COC and raising the awareness and understanding of gender equity amongst its members. In addition the COC takes a leadership role in promoting opportunities for women to lead and participate in the Olympic Movement nationally and internationally.

## How do they do it?

In 1999 a number of board members formed the Women in Sport Committee and created a working paper which set several goals to impact the Olympic movement in Canada and internationally. First among them was to impact the upcoming elections for the COC Board of Directors and Executive Committee. The women's committee lobbied to have two influential women sit on the nominating committee. They then provided those women with a long list of highly qualified women who were willing to run for executive positions. The election strategy was very successful with four women elected out of nine executive positions including one as vice-president. The committee encourages and supports women to accept positions of added responsibility and profile, within and external to the COC such as Chef de Mission of Olympic, Pan Am, FISU and teams.

The COC ensures that the images in COC publications reflect women engaged at the highest levels as well as in the public face of the organization. In addition women are selected to key committees of the COC and recognized through awards such as the Carol Anne Letheren Award for International Sport Leadership.

Internationally the COC has also made headway. Carol Anne Letheren was the first female Chef de Mission at an Olympic Games and later became the first woman IOC member in Canada. Charmaine Crooks was the first Canadian woman elected to the IOC Athletes Commission and recently Pat Reid was named to the Executive Committee of the Pan American Sport Association (PASO) Women's Commission. The COC sends representatives to all major international women's conferences and has led most gender equity initiatives in the PASO. For example the COC has successfully lobbied for Olympic Solidarity funding to provide the CAAWS Leadership Workshops to PASO members in Central America. Women have also been selected for high profile roles such as Chef de Mission.

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## To Be Continued . . .

- The current gender equity policy needs to include more specific targets and be included in the strategic plan. It will then be assigned appropriate funding and staff to implement.
- Formalize women's committee structure and create a terms of reference
- Develop a strategy to increase the number of women in influential positions in international organizations

## Lessons Learned

- If equity is not entrenched in policy and relies on individuals to drive the equity agenda it leaves room for the organization to backslide
- Committed budget and assigned staff responsibility ensure policy turns into action
- Never assume gender equity will be considered. Always be vigilant and prepared to raise the issue if it has been missed.





# Canadian Soccer Association

## Overview

Women's soccer has experienced a tremendous boom in popularity in the last few decades. With the first World Cup held in 1991 and the first appearance in the Olympic Games in 1996, girls and women have been flocking to fields to join one of the most popular sports in the world. In Canada the National Team was formed in 1986 and has had phenomenal success, qualifying for three World Cups in a row and making it to the final four in 2003. Overall a very young team, there are great hopes that this group of athletes will be around for some time. Canadian women have been recognized internationally for their excellence. Veteran Charmaine Hooper was named to the 2003 World Cup All-Star Team and Sonia Denoncourt has been a pioneer for women referees and is now one of FIFA's elite instructors.

## How do they do it?

What do you do when one of your players has a baby? How do you provide an opportunity for that player to be an athlete and a mother at the same time? This is the situation faced by Soccer Canada. Charmaine Hooper, captain of the Canadian women's Soccer team and one of the top defender-strikers in the world recently gave birth. She made it known that while she was prepared to come back to play on the team she expected the team to help with childcare while she is on the road with the team. With the support of the head coach, she asked that her mother accompany her overseas to look after her baby while she competes. Soccer Canada does not have any policies or provisions in place that cover childcare and it has never been discussed by the Board of Directors. Soccer agreed to the request by their star player but now comes the tricky business of creating a policy to support it. While the decision may have seemed simple the policy is proving to be more complicated. How long do you consider that a child is dependant on the mother? Is it only for nursing mothers? What about fathers? Are there travel situations where the caregiver or child might be a risk? How many player/mothers can the program sustain? Soccer Canada is finding very few precedents in Canada for sports supporting parent/athletes. While there are some very serious implications of creating this type of policy, there are benefits as well, including Soccer Canada being seen as a role model organization and creating an environment where players will not have to choose between parenthood and high performance sport.

## To Be Continued . . .

- Research current models for childcare assistance
- Consider financial implications of a childcare policy and potential funding options
- Create policy for Board of Directors approval

## Lessons Learned

- Very few organizations provide support for their athletes if they want to combine their sport career with parenthood
- Since athletes can perform at a high level well into their 30s, support must be provided so that they do not have to choose between their sport and becoming a parent
- Doing the right thing is sometimes very expensive but it is the right thing and must be done

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# Canadian Table Tennis Association

## Overview

Table Tennis has always attracted women athletes and while it does not have a very high profile in Canada it is extremely popular in Europe and Asia. Since its acceptance as an Olympic event in 1988, Canada has had excellent international results from a number of women including Lijuan Geng, Petra Cada and more recently Zhang Mo who was a bronze medalist at the World Junior Circuit Finals in 2004. Attracting and keeping athletes in a sport that is not mainstream in Canada is a challenge which is compounded by the need to address cultural issues as well.

## How do they do it?

In the 1980s Table Tennis' early efforts to increase female participation in the sport were simply promotional materials. Although well received by the clubs, they did not have much impact at the national level. In 1992 the new National Team Coach, a product of the Coaching Association of Canada Women's Apprenticeship Program, recognized the need to build and support a base of girls to improve the development capacity of the sport. She traveled across Canada and worked with provincial associations to promote and organize a series of all-girls (14 and under) camps. Coaches working with girls were also invited to participate. The objectives were to have fun, build strong, basic technical fundamentals and create social support structures for the girls. The camp ended with a competition and the top 2 players were invited to a national camp. This group formed the core for the national team program. These camps are now called "Perfect Match" and have continued to be the training ground for Canada's National Women's Team. Still a key component to their success is the provincial partner to recruit the players, coaches and coordinate the camp.

## To Be Continued . . .

- overcome challenges recruiting female coaches
- continue to work collaboratively with provinces to secure adequate funding to provide programming regionally
- ensure opportunities at highest levels (i.e. Olympic Games) remain available to Canadian players

## Lessons Learned

- ensure strong technical basics are taught and mastered early in the athlete's development
- focus on building programming at the grassroots level and the high performance athletes will emerge
- ensure top level athletes are integrated back into system at the grassroots level
- address cultural concerns that may restrict the athlete's ability to commit to the program

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# Canadian Yachting Association

## Overview

Fifty percent of participants in the Canadian Yachting Association's (CYA) Learn to Sail program are female. Yet less than 30% of Canada's competitive sailors are female and only 15% are racing coaches and nationally certified race officers.

The CYA Women's Sailing Committee recognizes that girls and women are more likely to get and stay involved in sailing, and perform successfully and consistently, when they are mentored and coached; when race officials are qualified, competent and reliable; and when events are well run and organized. To increase the numbers of girls and women involved with the sport of sailing the CYA has two national programs targeting women and girls. The Women in Wind program provides development opportunities for women and girls who wish to advance their skills in racing, cruising, coaching and officiating. The Canadian Women's' Keelboat Championships attracts teams from across Canada to participate in a competitive regatta.

## How do they do it?

In 2003, the CYA announced the launch of a national awareness campaign designed to help increase the participation of women in sailing. The "Women in Wind" presentation provides information and examples of how women of all ages and interests can get involved in sailing. Since the fall of 2004 the presentations have focused on the athletes and coach who participated at the 2004 Summer Olympic Games. Many of the athletes have created their own presentations and by the end of May 2005, 22 presentations will have been completed by Canada's female Olympic sailing representatives in nine provinces.

There are a number of other programs that come under the umbrella of the Women in Wind program. There are camps and seminars which are typically divided into youth or club sessions. The youth camps are coached by identified Canadian Sailing Team Role Models (current members, recent retirees) or other guest experts. The club camps/seminars are most often run in Keelboats (i.e. big boats), designed for the female club sailor hoping to increase racing skills and sailing confidence. Clubs gear sailors up to work towards competing at the CYA Women's Keelboat Nationals, held annually. Sessions are run by local pro stars or people are brought in from another region in Canada. These clinics are generally limited to women.

The CYA Women's Keelboat Nationals is geared to post-university women and aims to increase women competing at the club level. Each province is guaranteed an entry and each boat requires several crew members, which allows for a variety of skill levels to be accommodated. This event has grown since its inauguration in 2001. In 2004, 72 women participated in the event hosted by the Royal Vancouver Yacht Club. This event rotates around the country - with the hope of affecting more Canadian sailors each year.

CYA also strives to support mentorship opportunities for coaches and race officials at events.

## To Be Continued . . .

- Canada's Women in Wind program will remain a fixture in CYA's annual plans. This means CYA will support, to the extent possible:
  - Camps and clinics for girls and women
  - Mentorship opportunities for coaches, athletes, race officials
  - Guest expert/role model speaker series
- The CYA women's committee reviews and strives to improve the Women in Wind program every year. The accumulation and distribution of "best practises" remains key to ensure Women in Wind is relevant to Canadian sailors (and sailors to be).

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# Canadian Yachting Association

(continued)

## Lessons Learned

- Both men/boys and women/females have enjoyed the Women in Wind Campaign series. These talks have not only highlighted female accomplishments in sport, but also promote opportunities FOR ALL to pursue in sailing.
- “Women only” clinics and camps, especially at the club level, offer an environment which is not as competitive, nor as stressful, as typical male/female sailing environments. This is the case especially for women who are involved in sailing initially only as adults. Consequently, there tends to be a more rapid increase in participants’ confidence building and skill progression.
- Mentorship can never be underestimated. The value of one-on-one interaction, as well as the placement of role models in visible public forums, increases people’s awareness and acceptance of what roles females can play in the sailing community.
- Well organized national/provincial seminars play a key role in generating the enthusiasm, ideas and networking necessary for club and local programs to succeed.



Coaching  
Association  
of Canada

# Coaching Association of Canada

## Women in Coaching Program

### Overview

Sport in Canada has suffered from a chronic lack of women in the coaching ranks. In 1987 the Coaching Association of Canada (CAC) began a national campaign to address this challenging issue. Research by CAC and others indicates women face a number of barriers in choosing a career in coaching at the national level. The Women in Coaching program (WIC) is a multi-faceted program made up of over 16 projects which advocate for women coaches, financially support the development of female coaches and develop resources to increase the awareness of women coaches at the international and professional levels. While there is still much work to be done it is impressive to note that all of the Canadian women coaches who coached athletes to medal performances in Salt Lake City had received some form of financial support from the WIC program.

### How do they do it?

One of the barriers facing women in coaching is the lack of national level experience. One of the most successful elements of the WIC program is the apprenticeship program which increases the coaching experience through a multi-year apprenticeship with a mentor. The apprentices work in the senior national team environment and are provided with high performance professional development opportunities. The apprenticeship is a partnership between the coach, the national sport federation (NSF) and CAC with support from Sport Canada.

Even when a woman has national team experience there are few incentives to continue coaching at this level. To address this situation the WIC program provides financial support to female coaches through scholarships to the National Coaching Institutes or grants for professional development. It also provides grants to NSFs for women in coaching initiatives.

Since there are so few women working in a similar situation in coaching there are few role models or networks to approach for advice and guidance. Through the women in coaching section on the CAC website, women coaches can access online mentoring, get advice from experts and share experiences through the "Have Your Say" discussion board, and keep informed through the *Canadian Journal for Women in Coaching*. The annual Women in Coaching Workshop is another outstanding mechanism for women coaches to share, learn, and network. The WIC program also works with the provinces and territories to help them establish workshops and other opportunities geared towards women coaches at other levels.

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### To Be Continued . . .

- Provide recommendations for employment standards for national team coaches
- Work to eliminate systemic discrimination
- Creation of ombudsperson position
- Develop evaluation tools and templates for employers of coaches

### Lessons Learned

- Support systems must be in place to sustain women in national team coaching positions
- Timely, accurate, and targeted information will establish a healthy, positive environment for women coaches at all levels





# Commonwealth Games Canada

## Overview

Commonwealth Games Canada (CGC) is part of an international sport association of 72 nations committed to improving the world through sport. Underlying the delivery of CGC's programs and operations is a commitment to the values of caring, justice and development. Equity clearly falls into this values framework and creating gender equity has been a stated goal of the organization for the last 12 years. Since the implementation of this policy the organization has shifted and has a culture and values open to both genders. Women have had very prominent roles in the organization including the last two presidents and the last three chefs de mission. The outcome of the early policy changes is that now there is no need for an equity "policy".

## How do they do it?

Like most multi-sport organizations the CGC does not control the athletes who compete for them. Therefore equity must be implemented through changes in policy and the fundamental documents of the organization. For the CGC the first step was to make equity an issue and identify it as a priority in the strategic plan. From that framework a policy was created which stated that there must be 40% of the underrepresented gender on the Board of Directors, the mission staff, and all committees. In the first few years talented women were recruited and elected/selected for the board and committees. After eight years of being governed by a 40% quota, the environment was supportive of both genders and election/selection became the best person for the job. Although not every committee an exact 50/50 division, overall there is equity across the organization. Mission staff reflects the gender balance of the athletes which is close to 50/50.

One outstanding issue is the number of elite female coaches selected for Commonwealth Games teams. The selection is made by the NSOs and although CGC has had a policy for eight years requesting NSO team officials reflect the gender balance of the athletes selected, there are always requests for exceptions. There are not enough elite female coaches, and those that are have difficulty getting selected for the major games.

## To Be Continued . . .

- Maintenance of equity now that it has been achieved
- Be alert for backsliding especially when there is a large turnover in membership and the vanguard who made the change move on
- Continue to provide opportunities to increase the number of female coaches at Games

## Lessons Learned

- Be aware of the "public face" of the organization being perceived as one gender. For example even when the group is gender-balanced ensure that both men and women speak on behalf of the organization.
- To initiate change get someone on the inside and then get some of the power brokers on the "equity bandwagon"! Pick the open-minded and explain/demonstrate the case for equity.
- Enshrine equity in values, policies, and fundamental documents

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# Hockey Canada

## Overview

The history of women's hockey stretches back well over 100 years. In the early 1900s, women's teams were common throughout most of the Canadian provinces. After a decline following World War II the sport made a comeback in the 1960s. In 1982, a national championship for women was re-introduced and a female hockey council was established. In 1990 the first International Ice Hockey Federation World Championships was held in Ottawa and in 1998 women's ice hockey was included in the Nagano Winter Olympic Games as an official medal sport.

With more than a 400% increase in participation in ten years, female hockey is one of the fastest growing sports in the world. Female Hockey opportunities range from recreational leagues for females aged four to eighty-one all the way to the Olympics and World Championships for players, coaches, officials, and trainers. Females of all ages are lacing up their skates! Hockey is fun, safe, focused on fair play, excellent exercise and very social. The growth in female has helped to create new and more opportunities for females of all ages to join the game. One of the fastest growing areas in the female game is within the senior recreational level; it is never too late to start. Hockey programs are built on the strength and commitment of countless volunteers in positions such as team coaches, managers, safety personnel, local, regional, league, and team volunteers.

## How do they do it?

The female game of hockey is one of the fastest growing sports in the world and with this it creates more opportunities for everyone involved in the sport. Players have more options on where to play; new leagues, new tournaments, as well as the Provincial and National programs continue to grow. There are Provincial, Regional, National, and International Championships which allow players more exposure and chances to compete. Players no longer just have a chance to play, they have choices of where to play.

The Esso Fun Day program invites females to try hockey for the first time; it is designed for participants of all ages to come to a one-day event. There is no cost and no requirement to register for a season; it is a fun and safe environment to try female hockey for the first time. Players learn the basics skills through drills and games as well as meet new friends.

Hockey Canada developed the Initiation Program to make children's first contact with hockey a safe and positive experience. It's a structured, learn-to-play hockey program designed to introduce beginners to the game's basic skills. It enables participants to become contributing members of a team effort, develop self confidence, and experience a sense of personal achievement. These goals are achieved in an atmosphere of fun and fair play

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Schools across Canada and the United States are creating hockey programs for females. Along with the growth in the number of schools offering programs also comes a lot more decisions for players and parents. In the past females were very lucky if they were able to play hockey while attending school; today players have so many options that it may even be overwhelming. Hockey Canada has created a power point presentation for players, parents and even high school advisors to help in the selection of the school that meets the athlete's needs. The presentation does not push players/parents in one direction or another but it is more of a resource to help them make the best decision. The presentation covers such things as academics, hockey, finances, as well as provides some contact information.





## Hockey Canada (continued)

### To Be Continued . . .

- To continue to ensure that all females have an opportunity to play on a female team. There are still a lot of places across Canada that only have male teams therefore we need to work on developing their programs. Strategies need to be developed to encourage girls and women to want to play with females and not the males.
- With the huge increase in women joining the game there are different needs that have to be met to ensure that they have access to all the resources needed in the game. Lack of quality ice time and coping with family and work schedules are a couple of the issues.
- Creative ways need to be identified that will allow women to continue to play without having to overcome huge obstacles.
- The rapid growth in the number of female hockey players has put a lot of pressure on the organizational side; the infrastructure around the game has not been able to keep up. There are not enough female coaches and officials within Canada to cover all the teams and leagues. There are just over 1,000 registered female coaches out of 70,000 in Canada and about 1,300 female officials. Female coaching and officiating camps and clinics are scheduled for all levels and across Canada to address this situation.

### Lessons Learned

- The significant growth experienced by women's hockey has created its own set of challenges. In order to keep moving ahead the team within female hockey needs to work with one another and keep building for the future.
- Be prepared to develop all aspects of the game when you experience tremendous growth. You cannot ignore anything or focus all your energy in one area. You need to be aware of what will happen with facilities, number of teams, coaches, all the way to the number of volunteers involved.



# 2010 LegaciesNOW

## Women's Sport Inclusion Strategy

### Overview

2010 LegaciesNow has created a vision to encourage more women to participate and lead in sport and physical activity. The Women's Sport Inclusion Strategy (WSIS) sets out to develop and implement comprehensive strategies and partnerships to create socially sustainable legacies for girls and women around the hosting of the 2010 Olympic and Paralympic Winter Games. The five identified focus areas include leadership, access, participation, awareness and research.

### How do they do it?

The 2010 Women's Sport Inclusion Strategy is part of an overall strategic plan to incorporate sustainable and socially inclusive practices leading up to, during and after the Vancouver 2010 Olympic and Paralympic Winter Games. They work at the grassroots level to create an inclusive approach and to exponentially increase the opportunities in communities. Every initiative is developed with a partner who is the lead and has the capacity to carry the program after the Games are over.

For example, 2010 LegaciesNow is working closely with proMOTION plus to create links and further develop partnerships around women and sport. 2010 LegaciesNow has contributed funds to proMOTION plus to help establish partnerships and enhance existing programs. Some of the results include:

- Contribution to the British Columbia Centre of Excellence for Women's Health for gender based analysis & research around the games.
- Funding to Coaching Association of Canada and Sport Officials Canada to write proposals to Sport Canada around increasing female technical volunteers and coaches at all levels of play.
- Partnership with CAAWS to deliver leadership training to winter National Sport Organizations
- Incorporate the CAAWS leadership modules into a Tool Kit for the Spirit of BC Community Committees

### Upcoming projects

- "Chill" girls-only pilot, Vancouver. One night of the Chill program will provide 20 Inner City/At Risk Girls with the opportunity to learn to snowboard with female instructors, counselors & volunteers. This is a partnership with Bell Canada and the Vancouver Agreement.
- UBC & 2010 LegaciesNow Women's Leadership conference. This project is currently under development.
- Ongoing partnerships and funding of proMOTION plus
- Youth representatives on all the Spirit of BC Community Committees (1 female and 1 male)

### Other

- All 2010 LegaciesNow "Now" programs are committed to providing inclusive programs in their areas. This includes the promotion of inclusion to all of the Spirit of BC Community Committees.
- 2010 LegaciesNow sits on the Vancouver Olympic Organizing Committee (VANOC) Inner City Inclusivity Planning Group to provide a youth and Gender perspective and representation

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## **2010 LegaciesNow (continued)**

### **Women's Sport Inclusion Strategy**

#### **To Be Continued . . .**

LegaciesNow will work in conjunction with all levels of government operating under The Vancouver Agreement as a member of the Board. The Inclusion Branch is also represented on the VANOC. It is hoped that this program will lead to:

- Increased participation levels in sport and physical activity by women of all ages and backgrounds
- Greater opportunities for women in decision-making roles
- Role models for girls and women
- Partnerships that enhance women's and sport organizations
- Greater participation for women in future Olympic and Paralympic Games and increased support behind international efforts to advance the role of women

#### **Lessons Learned**

- Support systems must be in place to sustain women in national team coaching positions
- Timely, accurate, and targeted information will establish a healthy, positive environment for women coaches at all levels



# What About CAAWS?

## Overview

Founded in 1981 by leaders in national, provincial and local sport and physical activity groups, the Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS) works to encourage girls and women to become active in sport and physical activity - as participants and leaders.

A not-for-profit organization CAAWS offers a number of services, programs and resources to a variety of clients from many different sectors, including sport and physical activity organizations, teachers, coaches, administrators, health professionals and recreation leaders.

## How do they do it?

### Grants and Scholarships

**The WISE Fund** was introduced in response to the continued interest from active girls and women and the ongoing financial need within the sport community. CAAWS, with support from Sport Canada, will provide a number of grants to girls and women and/or organizations offering sport programs targeted to girls and women who meet the grant criteria. Grant monies could be used for equipment, league/team fees, promotion/marketing of a program/event that is targeted to girls and women, professional development or professional certification, a clinic or skills day, travel for participation in a sporting event, etc. Please check the CAAWS website for detailed information on the criteria and application process.

**The Stacey Levitt Scholarship** is presented to five recipients annually. They are a young woman, a girls' team or a sport organization that exemplify the joy, camaraderie, competition and teamwork of sport and physical activity. This \$2500 scholarship is shared by five recipients. High school and university/college-age women are encouraged to apply.

### Awards and Recognition

**CAAWS Breakthrough Awards** are presented bi-annually at the National and Provincial/Community levels to individuals whose accomplishments have pushed the limits and enhanced the participation of girls and women; to members of the Media who increased the profile and awareness of the achievements, abilities, and potential of girls and women; and to organizations who have provided funds or services to enable fuller participation by girls and women in sport and physical activity.

**The Marion Lay Herstorical Award** is presented bi-annually to an individual, group or organization whose long-term activities and achievements directly affected, improved, or positively influenced girls and women in sport and physical activity.

**The Carol Anne Letheren International Sport Leadership Award** acknowledges a Canadian woman who has made an outstanding contribution in the area of international sport leadership and who has had a profound impact on sport and physical activity. It is a joint presentation of CAAWS and the Canadian Olympic Committee.

The list of the **Most Influential Women in Sport and Physical Activity** recognizes the powerful contribution Canadian women make to sport and physical activity in this country and internationally.

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## What About CAAWS? (continued)

### Programs

**The Women and Leadership Program** consists of a series of three professional development sessions (Effective Communication, Conflict Resolution and Influencing Change) that has been designed for women by women. Each half-day session blends theory with practical applications and provides an opportunity for women volunteering in the sport or active living communities, recreation field or school system to share experiences, reflect on ideas and apply specific techniques.

**On the Move** is a national initiative to increase opportunities for non-active girls and young women, ages 9-18 to participate in physical activity and sport. Based on the experiences of individuals and organizations across the country, as well as extensive research in this field, the program includes a workbook filled with ideas for fun-filled, supportive, recreational activities that work for this target group.

**Mothers in Motion** is a web-based program that provides a wide range of information for women who want to stay active while pregnant, get back into a physical activity routine after giving birth, and to also mentor their children to lead healthy, active lifestyles.

**Girls@Play** links girls and young women participating in sport and physical activity through a popular and fun-filled website. Girls@Play offers stories about Canadian Heroes, an "Ask the Experts" option, and a wide range of resources for girls, young women and adults.

**IEWS (Voices Inspiring Equity for Women and Sport and Physical Activity)**, sponsored by Nike, is a network of individuals, including athletes, coaches, administrators and others from across Canada, who all have an avid interest in encouraging girls and women to become more involved in physical activity and sport. IEWS members believe in the value of promoting equity, inclusiveness, fairness and respect for females and make every effort to incorporate this message into their ongoing activities, whether talking to their daughters, their peers and colleagues or speaking at a conference.

### Resources and Publications

The CAAWS website [www.caaws.ca](http://www.caaws.ca) is one of the most comprehensive on-line resources in Canada for girls and women. The site provides information on programs and resources, as well as highlighting accomplishments of Canadian local, national and international female athletes.

CAAWS has developed a Photo CD which serves as an image bank of photographs of girls and women of all ages involved in a wide range of sports and activities. The images on the CD can be used for non-commercial production.

Publications produced by CAAWS address issues for girls and women and sport and physical activity. Topics cover include: Parents Encouraging Girls to Play Sports,; Self-Esteem; Eating Disorders; On the Move; Making Informed Decisions about Girls' Participation on Boys' Teams; Media Guide for Athletes and their Coaches and Homophobia.

