



HIGH PERFORMANCE PATHWAY REVIEW: REQUEST FOR PROPOSALS

RFP for Consultants

Karate Canada is seeking proposals to provide consulting services for an independent review of its High Performance Pathway. The review will analyze the current state of Karate Canada's High Performance organizational structure, High Performance programs and athlete pathways, so as to yield tangible recommendations for enhancements that will assist Karate Canada with the development of a new High Performance Strategic Plan.

ABOUT KARATE CANADA

Karate Canada is a not-for-profit corporation constituted under Part II of the Canada Corporations Act, with the objective of describing and incorporating all activities related to the promotion, organization, regulation, development and popularization of the sport of karate all over Canada, of protecting the physical and emotional health of athletes, and of promoting the interests of karate throughout Canada. Karate Canada is the National Sport Organization eligible for funding under Sport Canada's Sport Support Program and is a member of the Canadian Olympic Committee as a Pan American Games and Olympic Games sport.

Karate Canada is an athlete-focused federation that is active in 10 provinces and 1 territory. With approximately 16,000 members, Karate Canada delivers high performance and development programs for senior and junior athletes and development programs for coaches and officials.

The sport of Karate will make its Olympic debut at the Tokyo 2020 (2021) Olympic Games. Karate was included in the 2018 Youth Olympic Games in Buenos Aires and in the 2019 Pan Am Games in Lima. Recently, Karate has been added as a sport for the 2023 Canada Games in Prince Edward Island, and it will be featured at the Cali 2021 Junior Pan Am Games and 2022 Youth Olympic Games.

OUR VISION

“Our goal is to become a world class and highly efficient nationwide system aimed at promoting the growth, development and excellence of karate in Canada. “

OUR MISSION/PURPOSE

“We lead and partner to create an environment and system conducive to success at all levels.”

OUR CORE PRINCIPLES AND VALUES

- Our people and members always come first.
- We are driven by excellence in everything we do.
- We believe in the power of the Team.
- We are driven by high ethical standards.

OUR HIGH PERFORMANCE OBJECTIVES (AS PER OUR STRATEGIC PLAN)

- **We perform internationally**
We all contribute to the international success of our National Team members

HIGH PERFORMANCE REVIEW – KEY GOALS AND DELIVERABLES

Karate Canada will engage in a comprehensive High Performance Review aimed at achieving the following identified outcomes:

Karate Canada’s intent is to:

- Enhance clarity of roles and continue to move toward best practices; this includes further and clearly defining Governance vs. Operational roles and responsibilities in relation to High Performance;
- Examine concerns raised by member PTSOs and consult with appropriate stakeholders regarding High Performance systems, structure and practices;
- Further define best practices in communication and accountability with Karate Canada’s staff and stakeholders;
- Improve clarity and support for High Performance participants including, but not limited to, athletes, referees and coaches;
- Develop clear pathways for athletes to progress and transition from Junior to

- Senior programs.
- Improve the overall functioning of all High Performance programs.

Karate Canada is therefore seeking proposals from an independent consultant to conduct a comprehensive and consultative High Performance Pathway Review including the assessment of Karate Canada's High Performance (HP) structure, systems and programs. The consultant will provide Karate Canada with tangible and clear recommendations to inform and assist the organization in advancing towards best practices in HP and towards the development of a new HP Strategic Plan.

This High Performance Pathway Review will include the following components:

Comprehensive review of the following key critical areas (in line with the 2019 Canadian High Performance Sport Strategy, which can be found at: <https://www.canada.ca/en/canadian-heritage/services/sport-policies-acts-regulations/high-performance-strategy.html> . See Appendix A for further definition of the Scope of the Review, and some of the key questions Karate Canada wishes to address through this review):

- Karate Canada's HP structure
- Technical Leadership
- Coaching
- Athlete Pool
- Performance Science, Research and Innovation
- Governance (*as it relates to HP; please note that alignment will be required with an independent Governance Review, currently under way*)
- Funding and Budgeting (...)

Additionally, important consideration must be given to the following elements:

- Karate Canada wishes to continue to move towards a policy-driven Board. It endorses the priorities of the government of Canada and seeks to align with the governance elements identified as best practices by Sport Canada, via its Governance Report Card (Sport Support Program). Karate Canada is also committed to aligning its governance with the Canadian Olympic Committee's Canadian Sport Code of Governance, and is currently engaged in an independent and comprehensive Review of its Governance;

- Karate Canada endorses and is committed to fully abide by the concept of Safe Sport in all of its governance and operations, including its HP systems, policies, criteria, guidelines, procedures and documents;
- Karate Canada is committed to embracing diversity and to remaining an inclusive organization.

This Review process should include:

- Review of all existing HP-related policies, guidelines, contracts, job descriptions, terms of references, procedures, plans, recent reports, practices and international result trends (...);
- Work and consultation with Karate Canada's HP Pathway Review Steering Committee, HP Director, HP Committee, Board of Directors, Executive Director, member PTSO HP Leads, National Team Program Coaches and athletes (etc) and IST / Performance Science, Research and Innovation staff to identify key potential HP improvement areas (HP SWOT analysis);
- Collaboration with KC-designated volunteers and staff to determine the HP vision, focus and priorities of various stakeholders of the organization, via interviews, focus groups, surveys and/or webinars (...);
- Best practices and evidence-based recommendations for an enhanced HP structure in all areas identified within this document as well as Appendix A, especially in light of new challenges emerging from the ongoing COVID-19 pandemic.

This HP Pathway Review project (as well as the adjacent and ongoing Governance Review initiative) is supported by Sport Canada, the Canadian Olympic Committee, Own the Podium, and Karate Canada's Board of Directors.

BUDGET & TIME FRAME

Project work may begin as early as March or April 2021, and should be completed by November 2021. The contract is expected to be for between \$15,000 and \$20,000, based on experience, qualifications and work plan, to be negotiated with the successful applicant.

APPLICANTS

Proposals should outline the applicant's relevant skills and experience that will allow them to successfully:

- Analyze and compare different HP models, structures and programs, especially in the amateur, non-profit NSO (National Sport Organization) sector;
- Engage in consultation with different stakeholders;
- Write and present reports, and develop clear and tangible recommendations for improvement (...)

Demonstrated expertise in HP sport, as well as demonstrated familiarity with small-group facilitation, critical and analytical thinking, project evaluation, knowledge of the Canadian sport system and the Canadian Sport HP Strategy, considerable experience in helping not-for-profit sport organizations move towards an optimal HP framework will all be considered important assets to this project. In-depth knowledge of the sport of karate is not a requirement, but a solid understanding of HP in Canadian and international individual (and ideally combat) sports is a strong asset.

Proposals should also include fees for services, plan, deliverables and milestone dates (as well as how online components and tools will be leveraged for effective facilitation and consultation, and information on how consultation will occur in both of Canada's official languages –English and French).

Proposals may include documentation such as a resume, examples of past work, a sample work plan, and/or a letter(s) of reference.

Additional supports available to the successful applicant will include administrative and advisory support from Karate Canada staff and designated volunteers.

PROPOSAL SUBMISSION DEADLINE

Karate Canada is accepting proposals to perform this work until March 25th 2021, to be submitted to: Olivier@karatecanada.org (with cc to: craig@karatecanada.org). Selection is to occur soon after.

Please direct questions to: olivier@karatecanada.org and include your preferred contact information.

Karate Canada reserves the right to reject any or all proposals, request new proposals or request additional information. Karate Canada also reserves the right to further negotiate with any or all bidders.

*This project is made possible through the generous support of
the government of Canada.*

APPENDIX A –



PROJECT SCOPE

REVIEW OF KARATE CANADA'S HIGH PERFORMANCE PATHWAY (INCLUDING ITS ORGANIZATIONAL STRUCTURE, PROGRAMS AND GOVERNANCE IN RELATION TO HIGH PERFORMANCE)

Purpose of Review:

To conduct an analysis of the current state of Karate Canada's High Performance organizational structure, High Performance programs and athlete pathways, so as to yield tangible recommendations that will assist Karate Canada in developing its next HP Strategic Plan (for 2022-2028).

The past 10 years have seen a great amount of change in Karate Canada's (KC) High Performance structure, and for the better. The development of separate programs, the hiring of an expert consultant, the hiring of program coaches, independence of an High Performance (HP) committee, as well as the hiring of an HP Director have allowed our top athletes to do better and we have been getting better and more consistent results over the past few years, in both the senior and junior programs.

The last 4-5 years, living within the (extended) Olympic Quad, have been fraught with both opportunities and challenges that have pushed our athletes, international officials, coaches, staff, and our federation to the limits. We are doing exponentially more than we did 10 years ago, even 5 years ago, and the expectations upon all of us have vastly increased, though the levels of financial support have remained relatively the same.

While KC has enjoyed podium success at the elite HP level (Karate-1 Premier League and Series A events, Pan American Games & Championships), there continue to be challenges with what is a patchwork of programs and ideas, and for an HPD who has inherited this system. Also, while senior elite HP is an unforgiving triangle, with the bottom being large, the top being small, and our resources being limited, KC seeks to have a clearer understanding of how to effectively use the resources at its disposal to create a well-rounded and optimal program that is strategically positioned to achieve our objectives. KC also remains mindful of its large and very successful junior program, and how to transition someone from this program to become a top performer at the senior level.

As a national sport organization (NSO) with continued and strong aspirations of consistent podiums on the world stage, KC deems it optimal for a third-party expert review to determine existing gaps and potential strategies to be deployed that will significantly enhance Canada's podium potential at Olympic Games (if applicable), Senior World Championships, Pan Am Games, Junior World Championships and other top international events, beyond 2021 and in the new / post-COVID 19 pandemic context.

This High Performance Review will assess outcomes from the past quadrennial to identify strengths, gaps and identify immediate learnings and recommendations. It will compare Canada's technical plans, structures, systems and related performances to the international landscape of identified competing nations as well as those that have achieved enhanced podium success. This Review will also compare the current state of Karate Canada's technical plans, structures, and systems to accepted Canadian High Performance sports' and NSOs' best practices.

This review will include a focus on the NSO's high performance framework for the men's and women's (mainstream and Para) Junior and Senior National Team Programs to be developed by the technical staff. In addition, the optimal governance structure, including specific roles and authorities of the Board of Directors, Senior staff leadership and the Technical staff (National Team Coaches and other key technical support staff), will be determined in driving success (in conjunction with the consultant driving the ongoing Governance Review). An analysis of other leading and comparable international nations and other structures deemed appropriate (such as other, successful Canadian combat sport federations) will be undertaken for the purposes of benchmarking and comparison.

PROPOSED CONSULTANT AND REVIEW COMMITTEE

KC's High Performance / Athlete Pathway Review Steering Committee has been established for the purpose of selecting a consultant to lead this project. This consultant will be supported by a High Performance Advisory Panel and by the Executive Director who will (as required) provide a high level of understanding of the Canadian sport system, including the high-performance funding structure, which links to the Canadian High Performance Sport Strategy (<https://www.canada.ca/en/canadian-heritage/services/sport-policies-acts-regulations/high-performance-strategy.html>) and is essential to this review. The consultant will possess expertise in high performance, individual sport and system development, and a strong record / background ensuring credibility with the Canadian karate and sport community, thus helping generate buy-in and allowing for quick and successful implementation of the recommendations to emerge from the review report

The consultant will work closely with the Review Steering Committee and the Executive Director to complete this review.

KEY QUESTIONS THE REVIEW WILL SEEK TO ANSWER

- How does KC define HP (define precisely what constitutes High Performance sport within Karate and clearly distinguish it from other aspects of development and participation), and what are / should be KC's short and long-term HP goals?
- What gaps exist in the developmental and High Performance structure in KC? This will include Technical Leadership, Coaches, Daily Training Environment, Competition Environment, Performance Science, Research and Innovation, talent Identification and development within KC's athlete pathway, etc (see critical areas identified in the 2019 Canadian Sport High Performance Strategy).
- What is the best possible developmental and High Performance structure for KC to achieve sustained High Performance success?
- What should be the role of the provinces in athlete development?
- What roles should the clubs / dojos play in athlete development?
- How do we create a sustainable funding model for our HP pathway that considers realistic forecast from public funding (NSO Funding Framework for SSP and Enhanced Excellence) and private funding (revenue generation, corporate sponsorship, philanthropic donations, etc.)?

CRITICAL AREAS OF EXAMINATION

Enhanced alignment between KC and Sport Canada's High Performance sport systems is a strategic objective of this process. As such, alignment of this Review's guiding questions with Sport Canada's High Performance Sport Strategy and its 11 key areas will be crucial to this Review's success.

This includes but is not limited to:

1. High Performance Structure - is it World Class / optimal?

- A clear definition of World class is established with measurable KPIs
- Is there a world leading high performance structure in place and what is required to support the desired long-term high performance structure?
- Is a culture of excellence entrenched in the staff and athletes?
- Is there a clearly articulated and prioritized high performance mandate supported by the Board of Directors?
- Is there a clear Vision and Mission to the HP Plans that aligns within the overall KC Strategic Plan?

- Are there clear objectives, benchmarks and deliverables? What is the required process to drive ongoing monitoring, debrief and planning for continuous improvement?
- Is there an accountability framework to address performance gaps?
- Are gaps identified and addressed to improve performance?

2. Technical Leadership - is it World Class / optimal?

- Is there a world leading High Performance Director driving the podium objectives?
- Is there an appropriate job description in place for the High Performance Director?
- Are there world leading coaches working with top athletes, and in sufficient numbers (optimal athlete coach ratio in DTE and competition)?
- Are there appropriate job descriptions in place for the coaching and technical support staff?
- Are roles and responsibilities clearly outlined and understood?
- Does the High Performance Director have the staff capacity to fulfill the NSO's podium objectives?
- Are gaps identified and addressed to improve performance?
- Are there operational plans and monitoring practices that prioritize High Performance programming?
- Are the High Performance Director and the coaching staff formally evaluated (regular Performance Reviews) and professional development opportunities identified and undertaken?

3. Coaching – Is it World Class / optimal?

- Are there world leading Head Coaches in place and delivering podium objectives?
- Are Assistant Coaches suitably qualified, experienced and able to support the needs of International karate (in both disciplines)?
- Are there expert Technical Trainers working with the athletes in the daily training environment?
- What is the standard of the Next Gen and Junior National team Coaches whom we are developing (and how does this tie to our NCCP)? Are they homegrown? Are they long-term investments?
- Are there appropriate job descriptions in place for the coaching and technical staff?
- Is there a coach development Podium Pathway which is fully developed, understood and validated?

4. Athlete Pool - is it sufficient?

- Is the talent base sufficient – both in depth and quality - to meet The NSO's medal targets over the next 8 years?
- Are the High Performance Athlete Pathways well defined and effective?
- Are talent identification searches effective and what is the accountability framework?
- Is the domestic training environment adequate? If not, where is it deficient?
- Is the domestic level of competition adequate for international podium potential? If not, how can it be improved?
- Are the athlete pathways and technical delivery in clubs / dojos, provincial/ territorial sport organizations and the NSO effectively aligned?
- Is the Podium Pathway fully developed, understood, validated, communicated and understood (Winning Style of Play, Gold Medal Profile...)?
- Are there monitoring practices in place to help inform athlete development and associated intervention?

5. Performance Science, Research and Innovation (PSRI); does it effectively support and impact podium performance?

- What are the Performance Science requirements across all tiers of programming?
- Is the PSRI team formally embedded in the daily training and competition environments?
- Is there appropriate PSRI oversight by the HPD and Coaches?
- Is the plan based on the sport's individual athlete and team performance gap analysis?
- Are there clear roles and responsibilities for the PSRI that are understood by all technical staff, and is communication and coordination optimal between KC IST / PSRI staff and external IST / PSRI staff working with targeted athletes in their DTE?
- Are the PSRI practitioners formally and effectively evaluated (including associated professional development planning)?
- Are the PSRI resources appropriately allocated?

6. Good Governance; Is the Board of Directors supportive?

- Does the BOD operate as a functional governance / policy BOD?
- Does the BOD refrain from operational involvement?
- Does the BOD defer operational oversight to the Executive Director and HP decisions to Technical Leadership?
- Does the BOD understand the strengths, weaknesses, gaps and challenges facing the High Performance program?

- Does the BOD provide the resources required to support the full implementation of the HP program?
- Does the BOD provide sufficient staff capacity to support the full implementation of the HP program?
- Is the Committee structure advisory to the Management Team / Technical Staff?
- Is there a willingness by the BOD to truly commit to a long-term approach and recommendations from this organizational review?

7. Funding and Budgeting; How do we achieve a funding model to meet our High Performance aspirations?

Further to a complete analysis of the above critical areas of examination, KC's High Performance funding and budgeting models will also be investigated with respect to the following questions:

- What is the cost (financial and other) of an Olympic or World Championship medal in karate? How does this compare with KC's investment in its top tier athletes (proven medal contenders) and overall teams?
- How much Sport Canada core funding should be allocated to High Performance?
- Where are there untapped opportunities to raise the funds required?
- Should KC aim to support large Junior and Senior Team Rosters / delegations with podium aspirations, and if so, how can it best achieve this?
- How successful has the tiered / targeted athlete enhanced support approach been in supporting KC's short-term and long-term HP goals, and should it maintain, refine or abandon such an approach?
- How can KC leverage funding within the system to ensure optimal efficiency in HP-allocated funding?

THE REVIEW PLAN

The Executive Director will be the point of contact with the NSO community. The Board, Review Steering Committee and Executive Director will serve as a reference points to moderate ideas and plans throughout the project.

1. The NSO is to inform appropriate staff/members that they have agreed to undertake a review of the High Performance structure;
2. An initial meeting with the Executive Director is held to introduce the consultant;
3. An initial meeting with key stakeholders of the NSO is held with the consultant;

4. Research into the current status of HP programs is undertaken;
5. Internal and external Interviews are conducted;
6. Results are analyzed and follow up interviews are sought with sport-specific or management expertise as required;
7. Draft report is compiled for the NSO. Feedback is sought prior to publishing the final report.

PROPOSED TIMEFRAME

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| • Confirm contract, project scope and budget: | March 2021 |
| • Communication from the NSO to its membership: | April 2021 |
| • Pre-Review meetings with the Review Team: | April 2021 |
| • Introductory meeting with the NSO: | May 2021 |
| • Research status of program and conduct international scan: | May-July 2021 |
| • Interviews | |
| • Identify participants: | June 2021 |
| • Contact and conduct: | July-September 2021 |
| • Integration of Post-Tokyo Games Debrief / Reflections | August 2021 |
| • Review findings & compile draft report for presentation to BOD | October 2021 |
| • Final version
(incl Executive Summary for broader community): | November 2021 |