Safe Sport
Addressing Abuse and Harassment

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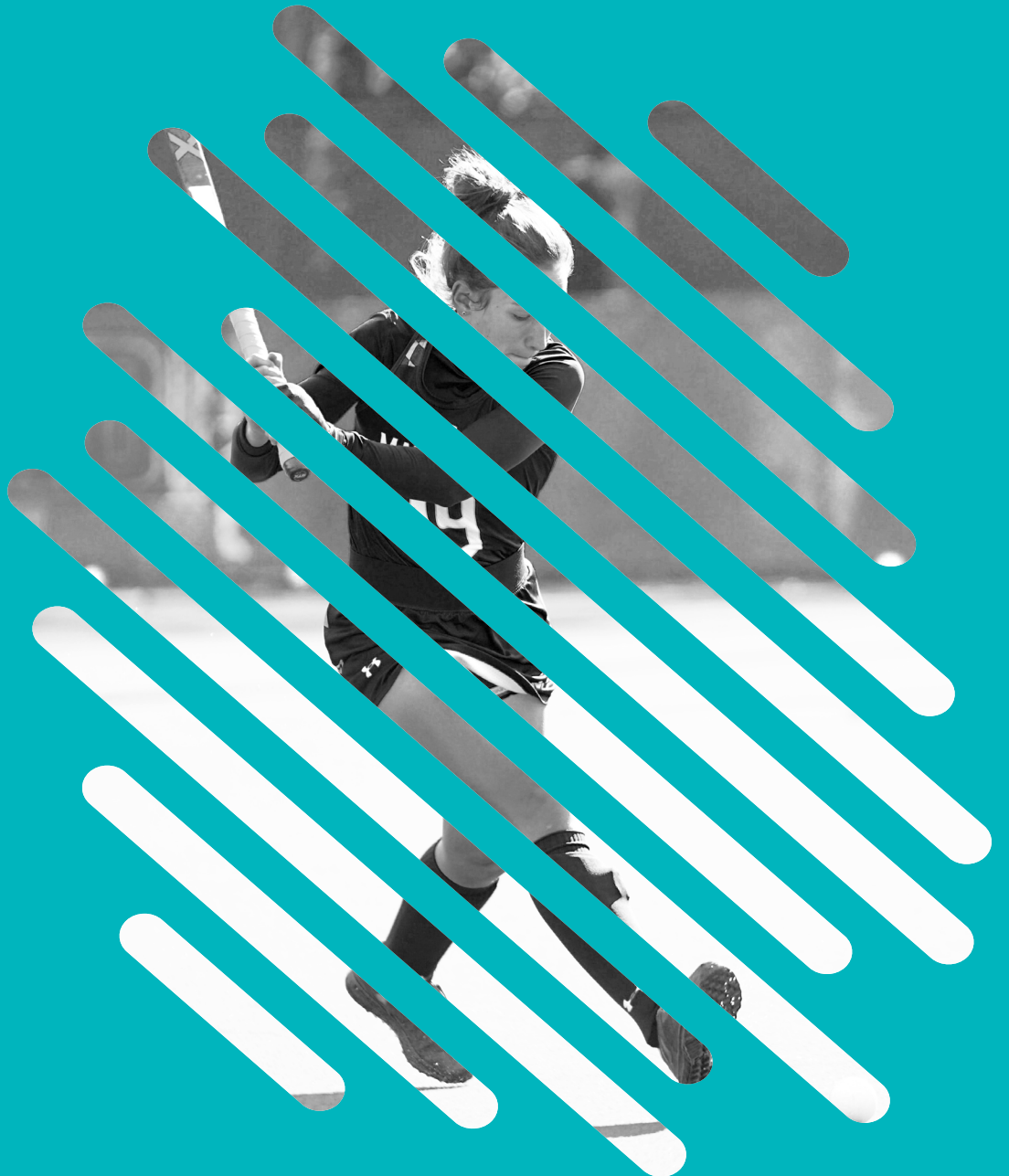
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believes that all British Columbians deserve equitable opportunities to develop and realize their potential through sport. Ensuring sport experiences are positive requires participants are safe in sport. Sport experiences must be free from physical, emotional, and mental harm.

Sexual abuse and harassment in sport is a long-standing and complex issue, in which no sport is immune. viaSport firmly believes that collective action from all levels of government and stakeholders is required to address the issue.

viaSport is grateful for the support and collab-orative efforts of the Province of British Columbia, Ministry of Tourism, Arts and Culture, and the Canadian Olympic Committee in conducting this design sprint.

Guiding Principles

viaSport seeks to carry out the Safe Sport program objectives by incorporating and evaluating its performance on the following guiding principles:

- Prioritize the building and implementation of evidence-based solutions that support people to respond effectively to incidences of abuse and harassment.

- Putting people at the centre and demonstrating empathy for all people's lived realities

- Bringing together people across sectors, especially those most affected to expand impact

- Listening, establishing continuous dialogue, responding, and amplifying findings

- Intentionally sharing out tools, resources and learnings every step of the way

Report Overview

In spring 2019, viaSport delivered a Safe Sport design sprint in Vancouver, British Columbia. Held in accordance with the One Team Agreement, the purpose of the design sprint was to:

1. Generate new ideas on how to implement safe sport practices and processes.

2. Involve stakeholders, especially those most affected by the issue, in the design process.

3. Leverage expertise outside of the sport sector including: legal, child protection, public safety, digital design and health.

4. Build innovation capacity within the sport sector.

This report outlines:

- The design thinking process

- Impact on stakeholders

- Summary and insights into the 364 ideas generated using an evidence-based

This report was written by Natalie Abele, Manager, Research & Social Innovation, with the support of Jennifer Heil, VP Sport Development. Any questions, concerns or comments should be directed to info@viasport.ca.

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Program Objectives & Approach

The design sprint was one component of viaSport's overall Safe Sport Program. Together with the Province of B.C., viaSport is constructing a process to build capacity and support system-wide implementation of safe sport principles in B.C., aligned to the *Red Deer Declaration for the Prevention of Harassment, Abuse and Discrimination*.

The objectives of the Safe Sport Program are:

1. To increase awareness of the conditions that make sport safe and to deepen the understanding of the challenges faced by Provincial Sport Organizations (PSOs) to successfully implement Safe Sport policy and program recommendations.

2. To identify and collaboratively build evidence-based solutions with PSOs and relevant partners.

3. To co-develop with government and other stake-holders system level recommendations that are expert-informed and in harmony with the *Red Deer Declaration* and Federal Provincial Territorial Working Group on Safety, Integrity, and Ethics in Sport.
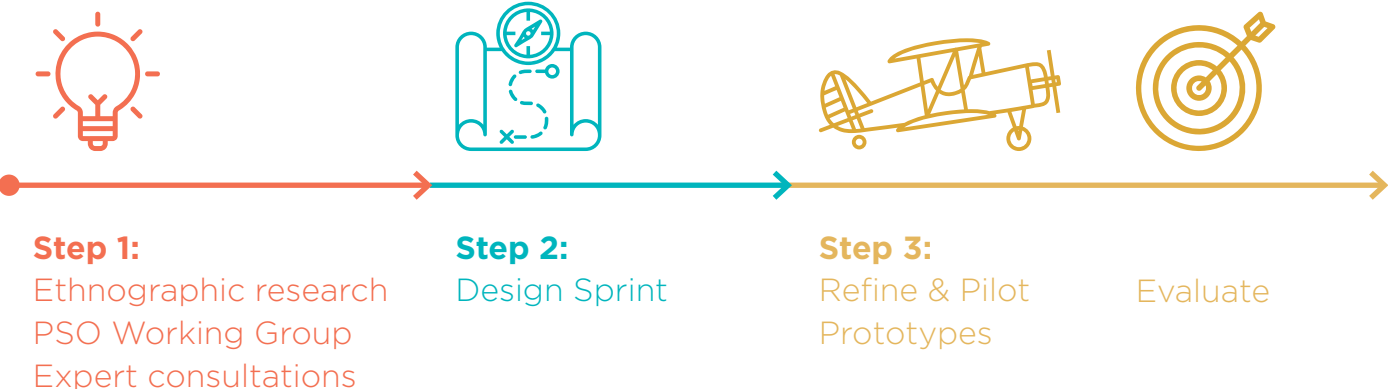
Why did we take this approach?

1. To deepen the understanding of the issues in order to use evidence-based decision-making.

2. To create sustainable solutions that consider new ideas, are informed by stakeholders, and increase capacity of organizations.

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Safe Sport Program Objective 2
Solution Building

The second phase of viaSport's Safe Sport Program consists of stakeholder consultation through a working group, ethnographic research, and the design sprint, resulting in a refined prototype to pilot and evaluate.

The Approach: **Solution Building**

Step 1:
Ethnographic research
PSO Working Group
Expert consultations

Step 2:
Design Sprint

Step 3:
Refine & Pilot
Prototypes

Evaluate

Stakeholder Consultation & Ethnographic Research

To implement system-wide sustainable solutions, viaSport first sought to learn more about the culture that has hindered movement around safe sport, the ways in which PSOs are responding, and other contextual considerations that impact an organization's ability and willingness to move toward safer sport environments.

To accomplish this, the Safe Sport PSO Working Group was formed to establish an understanding of current activities, to deepen organizations' understanding of safe sport practices and to create space for collaboration. Nine organizations each with representation at the board, executive, and sport level joined the Working Group. Their insights identified the need for collaboration and shared resources including but not limited to:

- Training and education for staff and boards

- Easily accessible policy and procedure templates

- A provincial campaign around responsible coaching

- Funding mechanisms attached to child protection

- External structures for reporting

Next, between February and April 2019, a third-party researcher conducted 17 ethnographic interviews, all but one with representatives of PSOs in British Columbia. Interviews were steered by a set of core questions and also allowed for additional input to be shared.

The guiding questions of the ethnography were:

1. What characterizes the formal and informal cultures of PSOs, particularly with respect to safe sport?

2. What is the broader context in which PSOs are operating?

3. What kinds of practices are they doing now and hoping to do in future with respect to safe sport?

Findings revealed insights into: attitudes, system structure, and how people are responding to incidences of sexual abuse. These can be found in Appendix 1.

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STEP 2
Design Sprint
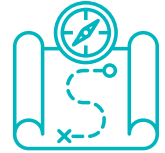
In spring 2019, viaSport hosted a five-day design sprint in which stakeholders at all levels of the sport system collaborated with experts from outside the sector to generate solutions for a complex problem: making sport safe from sexual abuse and harassment.

viaSport believes it is essential that safe sport solutions take a system-wide view and consider the broader contexts, including the social dynamics and environments that participants navigate, in order to effectively shift sport culture. That is why the methodology of a design sprint was applied to this complex issue. A design sprint is particularly useful for social systems and structures where many people and stakeholder groups often have contradictory needs. It involves a process where end-users help design and build solutions for their specific needs and contexts.

The development of the design sprint was informed by viaSport's ethnographic research and the Safe Sport Theory of Change (Appendix 2), which defines the long-term goal of ensuring appropriate conduct takes place on the field, in the locker room, and within sport organizations. The Theory of Change then maps backwards to identify necessary preconditions to achieve this goal. Outlining this, along with sharing insights into how stakeholders understand and are approaching the issue, helped set the boundaries for generating solutions. These resources were important in building participants knowledge base in order to create meaningful and informed solutions.

METHODOLOGY

The design sprint was an expert-guided process which involved diverse representatives across sectors and in which all sport stakeholder groups were present including: athletes, coaches, volunteers, parents, and professionals in the sport sector (local, provincial, disability and multi-sport organizations). Four teams of participants were led through a series of activities that generated numerous ideas for shifting sport culture towards providing a safer experience for athletes, culminating with the rapid development of four "prototype" ideas (one per team). All participants were asked to apply their own knowl-edge and experience to work cooperatively towards a solution that can be embraced by all parties.

Participants represented a diverse range of sports and organizations, each bringing a different viewpoint towards a highly collaborative, focused process that brought about increased empathy and understanding. A total of 38 individuals took part in the design sprint in some capacity, with a group of ideators brought in on day two to co-create with week-long participants. These ideators were additional sport sector representatives who contributed their perspectives. Furthermore, on the final day, the four groups presented their prototype concepts and received extensive feedback from a wide-ranging group of guest experts from multiple sectors in order to further refine solutions, including lawyers, educators, nurses, child protection experts, innovators, and representatives from the B.C. provincial government.

It should be noted that ideas generated were intended to focus on shifting organizational culture and implementing solutions beyond policies.

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DESIGN SPRINT SCHEDULE
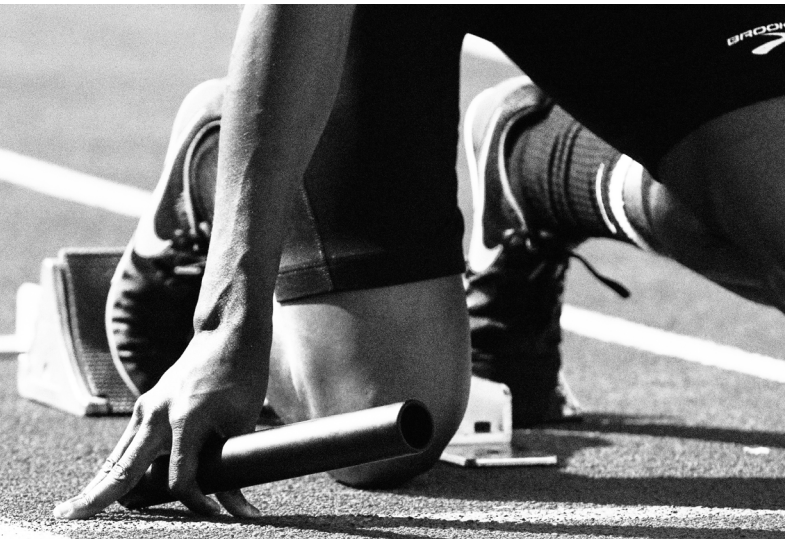
Day 1 | Planning and Framing

Setting project goals, identifying the stakeholders, building empathy, questioning assumptions, exploring a wider context, reframing the problem

Day 2 | Ideation

Generating ideas individually then sharing and expanding within each group, brainstorming towards top five ideas

Day 3 | Selection and Refinement

Presentations of top five ideas, refining, storyboarding, mapping out prototypes

Day 4 | Prototyping

Building and refining prototypes and presentations

Day 5 | Testing

Presentations of prototypes to guest experts to collect feedback and further refine solution prototypes

STAKEHOLDER ENGAGEMENT

Key to the process of the design sprint was getting input from all stakeholders affected. While stakeholder engagement is part of the methodology of a design sprint, it is also a valuable outcome that creates commitment and buy-in for the necessary long-term system change. Feedback on the overall process from participants revolved around four main themes.

1. While it required stepping away from their office and day-to-day tasks, participants valued the ability to have time to delve into a complex problem – to get to a point of creative frustration and then be guided through a process that forced them to climb out of that down-point.

"Slowing down actually allowed us to speed up. Let's clear some space to be creative."

"(The design sprint) created a protected space to focus on the problem without technology and other distractions. It felt like we were all really engaged."

2. Feedback from different perspectives, both from folks involved in other sports and from experts outside the sport sector, was highly valued. Participants felt inspired by other peoples' passion for the issue and the design sprint process added to the collective knowledge.

3. A common outcome was that participants were interested in and committed to sharing back what they learned with a wider audience, establishing themselves as advocates.

"We need to help stimulate conversation."

4. The design sprint process inspired to employ new approaches and new ways of thinking to solve problems in their work.

"(The design sprint) provided new tools to take back to our workplaces – for example, using drawing, problem reframing, having experts provide rapid feedback."

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SECONDARY IMPACTS

An encouraging secondary impact that resulted from the design sprint was the reinforcement of Synchro BC's emphasis on cultural renewal. Being a part of the design sprint process helped the organization's Executive Director further develop her idea to create a capacity training for clubs and coaches to be able to effectively communicate and manage conflict. Receiving feedback from others at the design sprint validated the approach. Synchro BC has since applied for a Sport Canada grant in partnership with the Canadian Centre for Ethics in Sport and recently confirmed their intent to pilot this training at their annual summit in the fall regardless of whether the grant application is successful. The scale of the program would be dependent on funding, with a goal of province-wide expansion.

Other stakeholders across three different sports are all working to take action within their own organizations inspired by one of the four prototypes. viaSport anticipates further secondary impacts will come to light as we continue throughout the solution-building process and evaluation.

IDEA SYNTHESIS

Remarkably, over 360 ideas were generated during the ideation stage on day two. Following the design sprint, these ideas were analyzed according the COM-B framework for behaviour change. This highly regarded model emphasizes that in order to change behaviour, we first need to understand it. The COM-B framework identifies an interacting 'behaviour system' involving three essential components - capability, opportunity, and motivation (defined in Table 1 below) – which generate behaviour that in turn influences these components. Therefore, to change behaviour, a given intervention might change one or more components in the behaviour system. The model also characterizes nine intervention functions and the six policy categories underpinning them (note: the model defines "policies" as actions which enable or support interventions). Definitions of these intervention and policy categories as well as examples of how viaSport applied them in a safe sport context are outlined in Appendix 3.

Each idea was categorized based on: the behaviour component it seeks to address, the agent of change and target of change, the intervention function and the primary policy category involved. This allowed us to synthesize the group's many ideas to further clarify the big picture of how stakeholders are approaching the problem. The synthesis of ideas provided valuable insights that can help determine the type of intervention might be successful to prototype moving forward.

Table 1

Capability	An individual's physical and psychological capacity to engage in the activity concerned. It includes having the necessary knowledge and skills. [Note: physical capacity did not apply to this problem.]
Motivation	All those brain processes that activate or inhibit behavior, not just goals and conscious decision-making. It includes habitual processes, emotional responding, as well as analytical decision-making.
Opportunity	All the factors that lie outside the individual and make the behavior possible or prompt it.

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Through analysis of the group's collective ideas, several key findings emerged.

Agents of Change

1. Sport administrators (n=202 or 55.5%) were seen as the primary agents of change, reflecting a belief that the system as a whole must change and sport administrators are uniquely positioned to be involved. Note that the analysis grouped all levels of sport admin together (MSO, LSO, PSO, DSO, etc.). Interestingly, only two ideas had boards as the agent of change. Good governance helps to drive culture, mitigate risk, and ensure proper policies and procedures are in place. These elements are essential in shifting the environment to ensure the safety of participants, however this finding supports that policy alone is not a catalyst for change. While it is notable that stakeholders did not have boards at the center of solutions, it must be noted that the design sprint was not set up to address the implementation of policies.

Target Audience

2. The target of the intervention was most often "all/multiple" (n=222 or 61.0%). The majority of ideas were framed with the underlying belief that all stakeholders have a role in creating safe sport experiences and a responsibility to take action and mitigate risk. This continues to point to the complexity of solution-building, in which any intervention may fall short if not all stakeholders are involved.

3. The next highest target was athletes (n=39 or 10.7%). This is of interest as there is a strong power imbalance between athletes and coaches and athletes and sport organizations across the sport landscape, which was identified during the design sprint as a root cause holding this problem in place. Athletes are not typically active in shaping the sport experience or provided the opportunity to give valuable feedback on their experience. This finding implies a desire to empower athletes in order to shift the current power dynamic.

Behavior Change

4. More ideas sought to change an individual's opportunity (n=154 or 42.3%) than their motivation (n=115 or 31.6%) or capability (n=95 or 26.1%). Opportunity reflects all factors that lie outside the individual and make behaviour possible or prompt it, whereas motivation and capability are focused on changing behaviour at the individual level. Changing someone's opportunity may involve restriction, environmental restructuring, or enablement. In this context, opportunity is inherently beyond individual control, therefore this finding further reinforces that sexual abuse and harassment is a systemic problem and overall solutions should consider issues in the structure. Many of the ideas that fell under opportunity related to creating a culture of feedback and improving reporting mechanisms.

5. The fact that more ideas sought to address motivation than capability could be interpreted as a signal of the sector being in the early stages in terms of system change, given that awareness and understanding are important steps before implementing solutions. It may also be suggestive of a belief that while there are early adopters of change, the critical mass is not yet ready to implement solutions within their contexts around safe sport.

Intervention Function

6.   Eradicating sexual abuse and harassment in sport is such a multi-faceted and complex problem that showed no clear frontrunner in terms of the intervention function of the ideas. It is often thought that change would be driven from an institutional level through rules, punishments and rewards, yet the interventions stakeholders presented suggest an intrinsic belief that people want to do the right thing, they just need to be informed and operate in an environment that makes it easier for them to enact safe sport practices. This finding also reinforces key observations in viaSport's ethnographic report. Below shows the number of ideas which were categorized as each intervention function:

1. Education (n=77 or 21.2%)

2. Environmental Restructuring (n=76 or 20.9%)

03. Enablement (n=74 or 20.3%)

04. Persuasion (n=58 or 15.9%)

05. Training (n=31 or 8.5%)

06. Restriction (n=20 or 5.5%)

07. Incentivization (n=16 or 4.4%)

08. Modelling (n= 6 or 1.6%)

09. Coercion (n= 6 or 1.6%)

Policy Area

7.   The policy areas underlying the solutions were primarily environmental/social planning (n=110 or 30.2%), communication/marketing (n= 89 or 24.5%) and service provision (n=78 or 21.4%). This speaks to overall recommendations of how solutions should be delivered. Table 2 provides definitions of those three policy categories and general examples of related idea themes.

Table 2

POLICY CATEGORIES	DEFINITION	EXAMPLES
Environmental / Social Planning	Designing and/or controlling the physical or social environment	Alignment, collaboration, partnership development, group discussions, feedback, reporting apps, ideas related to changing power dynamics
Communication / Marketing	Using print, electronic, telephonic or broadcast media	Social media campaigns, advertisements, slogans
Service Provision	Delivering a service	Establishing support services (i.e. counselling), mentorship programs, training and education services

Further Examination

8. Interestingly, when looking at the top combinations of capability-opportunity-motivation / intervention (Table 3), the four most common pairings were reflective of the final four prototypes developed. This validates that the four prototypes were aligned with the overall thinking of the design sprint participants, as opposed to any one individuals approach dominating. It also gives an indication of which intervention functions stakeholders felt were most important in affecting each of the three components of behaviour.

> 01. Opportunity / Environmental Restructuring (n=67 or 18.4%)
>
> 02. Opportunity / Enablement (n=67 or 18.4%)
>
> 03. Motivation / Persuasion (n=58 or 15.9%)
>
> 04. Capability / Education (n=56 or 15.4%)

Table 3 COM / Intervention

COM		INTERVENTION							
	Coercion	Education	Enablement	Environmental Restructuring	Incentivisation	Modelling	Persuasion	Restriction	Training
Capability		56	6	1				1	31
Motivation	6	21	1	8	15	6	58		
Opportunity			67	67	1			19	

Number of Records

1   67
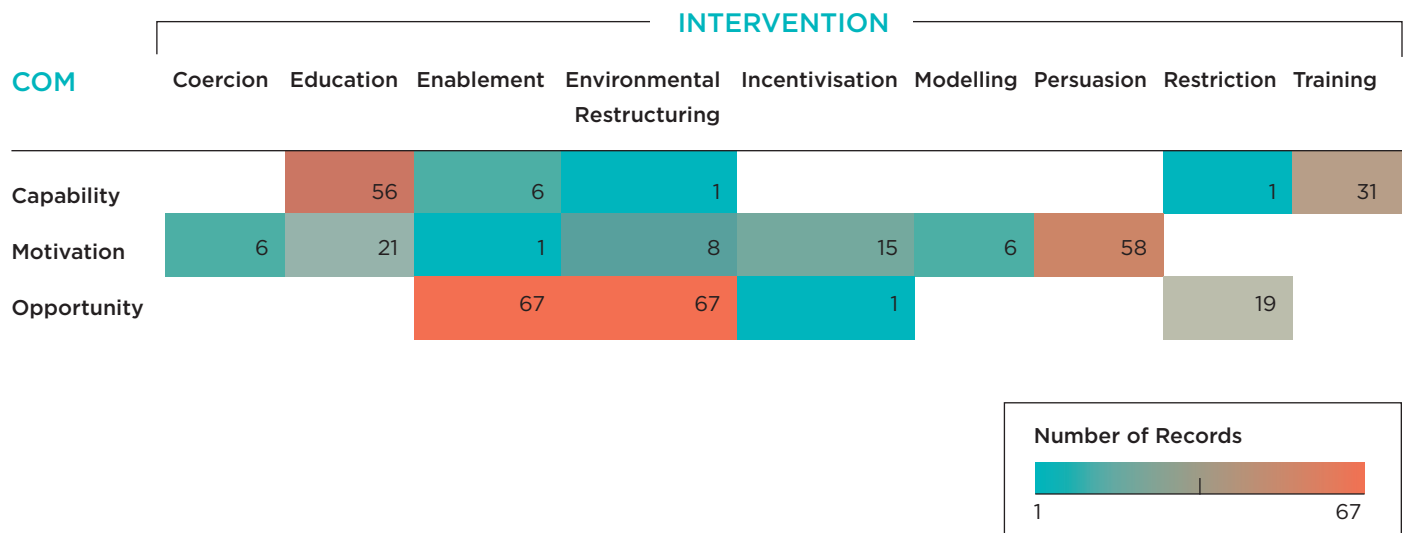
Considering top combinations of intervention / policy (Table 4) then provides a sense of the methods required to implement the interventions for the desired behaviour change. Based on the top four interventions generated during the design sprint, analysis using the COM-B model suggests that the following actions could be most effective:

- Environmental Restructuring through Environmental/Social Planning

- Enablement through Environmental/Social Planning

- Persuasion through Communication/ Marketing

- Education through Guidelines, Service Provision and Communication/Marketing

Table 4 Intervention / Policy

INTERVENTION	POLICY					
	Communication	Environmental Social Planning	Fiscal	Guidelines	Regulation	Service Provision
Coercion					6	
Education	20	2	2	31	1	23
Enablement		51	2	4	2	15
Environmental Retructuring		57	5	4	6	7
Incentivisation	8					3
Modelling	6					
Persuasion	55				1	2
Restriction				1	19	
Training				3		28

Number of Records

1   57
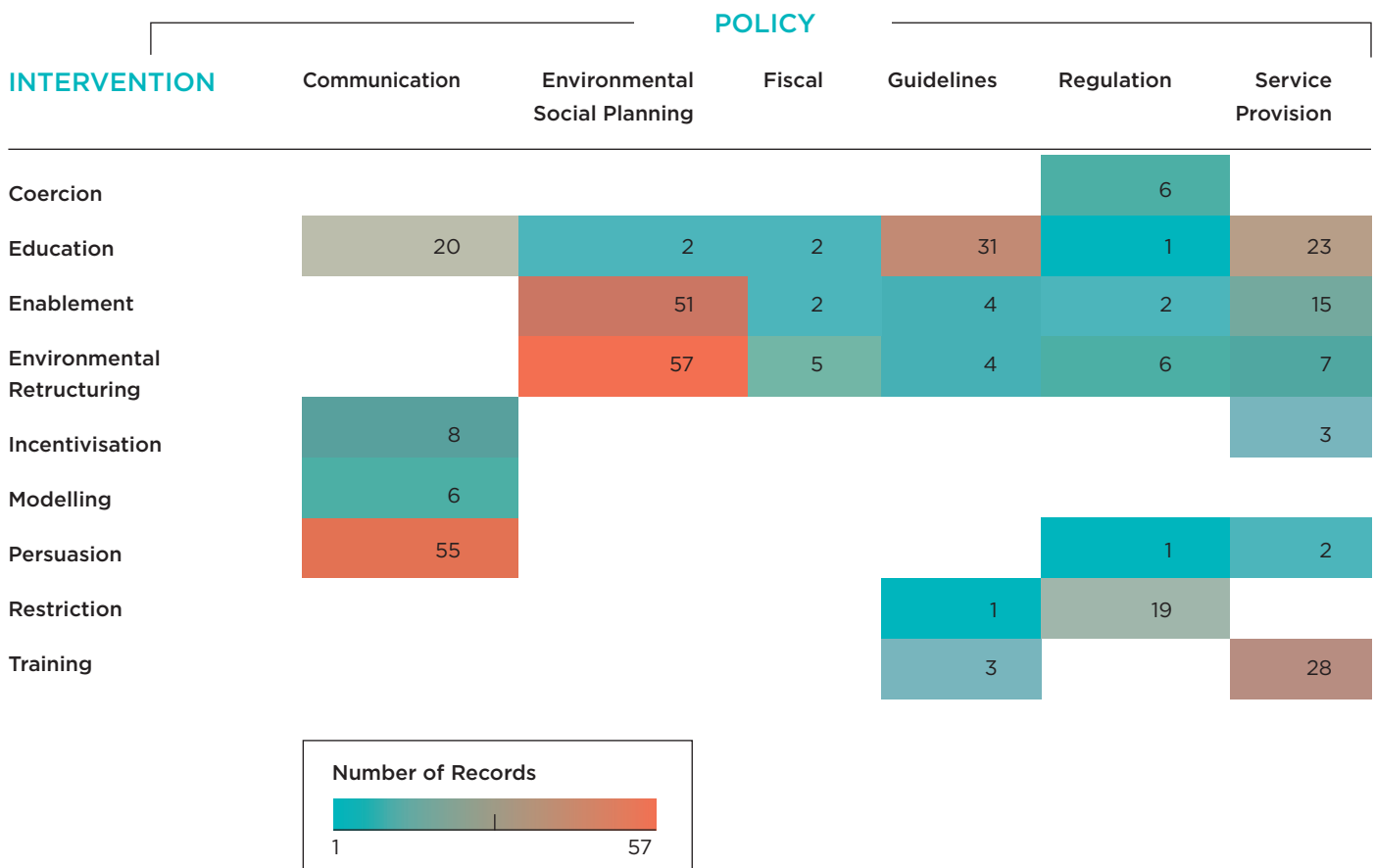
FINAL FOUR PROTOTYPES

Below is a brief depiction of the final four prototypes developed throughout the design sprint, showcasing how each group took a different direction towards a complex problem. viaSport has committed to testing one prototype, however all four of these ideas stimulated thought and creating them helped build the innovation capacity of stakeholders. Further detailed descriptions of each group's prototype can be found in Appendix 4.

Group 1

PROBLEM REFRAME: Athletes need the knowledge and skill to be empowered to advocate for a safe and positive sport environment.

OBJECTIVE: To fill a resource gap in preparing athletes and parents in conversations about safe sport.

SOLUTION: Upon registration, the local sport organization (LSO) will direct them to a resource to facilitate conversation around identifying and managing issues of sexual abuse and harassment.

Group 2

PROBLEM REFRAME: How will we develop a values-based sport culture where everyone is welcome, included and feels safe/comfortable?

OBJECTIVE: All stakeholders within an organization take ownership of the issues of sexual abuse and harassment.

SOLUTION: A customized and facilitated process to identify acceptable sport-specific behaviours within the broader context of abuse and harassment.

Group 3

PROBLEM REFRAME: How might we empower "everyone" to act without impacting their opportunities?

OBJECTIVE: To shift the power-imbalance between athletes, coaches and administrators while creating a culture that values feedback.

SOLUTION: Development training to equip clubs to lead a process in which athletes and coaches co-develop a team code of conduct that is continuously evaluated throughout the season.

Group 4

PROBLEM REFRAME: How might we empower all stakeholders so that they are engaged and accountable?

OBJECTIVE: Making sport safe through normalizing conversation and giving athletes a voice while creating awareness of existing resources.

SOLUTION: A social change initiative that provides a voice to athletes and the sport community through living art and anonymous storytelling.

Refine, Pilot and Evaluate Prototype

The design sprint and our analysis of the ideas it generated enhanced our understanding of the sector's readiness to address abuse and harassment in sport. This information, alongside our ethnographic research, are essential inputs into the development of guidelines to ensure that the prototypes translate outcomes and learnings into realistic solutions that sport organizations in B.C. are capable of implementing.

viaSport will continue to involve local and provincial stakeholders to bring prototypes forward for testing and evaluation.

Conclusion

The Safe Sport design sprint was a valuable capacity-building experience for stakeholders and an important step in viaSport's solution-building process. The design sprint was successful in its goals of generating new ideas on how to implement safe sport practices, involving a diverse group of stakeholders in the process, leveraging expertise from outside the sport sector and increasing innovation capacity within the sector.

viaSport is working with the Ministry of Arts, Tourism, and Culture on an on-going basis to co-create approaches that include public safety reporting mechanisms, minimum safe sport standards, and sector compliance. viaSport will be actively sharing these recommendations as they are developed as well as the tools, resources, and evaluation of the work to collectively implement changes.

Furthermore, viaSport is committed to continuous evaluation throughout all initiatives of the Safe Sport Program taking a developmental evaluation approach. viaSport will concurrently collect information during the implementation phase to strengthen understanding about what supports safe sport. The information gleaned throughout the process will be used to inform next steps and make adjustments in real time.

By addressing abuse and harassment in sport within the provincial sport system, viaSport is working towards a vision where all British Columbians will experience the true benefits of safe, meaningful and inclusive sport.

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Appendix

APPENDIX 1
Findings from viaSport's Ethnographic Research

1. Attitudes towards safe sport

- Some people feel that until a publicized incident of abuse occurs there is no urgency for organizations to act.

- People's individual goals around participation in sport deeply affects how they behave.

- Since inclusion, diversity and abuse are culturally interrelated, addressing discrimination on any level will impact the others.

- People are motivated to build positive sport experiences but lack the skills and a clear path to act.

- Definitions of good coaching differ greatly between individuals.

2. Characterizing the sport system

3. A culture of distrust and a rigid sector struc-ture undermines organizations' abilities to work toward solutions collaboratively.

4. The interpersonal, close-knit nature of sport can create conditions that challenge objectivity – but it's also one of sport's greatest strengths.

5. Creating safer sport requires involvement from all levels across the system, including frontline individuals, LSOs, PSOs and their national counterparts.

- PSOs lack direct lines of communication with athletes and parents resulting in challenges to receiving and responding to safe sport concerns.

- The perceived scarcity of volunteers and coaches affects decision making and behaviour.

3. Responding to sexual harassment and abuse

- Unclear understanding of the issue and the expectations around unsafe behaviour limits people's motivation to act.

- Policy is necessary, but alone is not sufficient for people to act.

- People struggle to identify and respond to unsafe sport practices in the day-to-day when they aren't clearly criminal in nature.

- Organizations are seeking sector collaboration and support from experts to fill their safe sport skills gaps.

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Safe Sport
Theory of Change for the B.C. Sport Sector

A British Columbia where everyone has a positive sport experience and the opportunity to reach their full potential

OUTCOMES

INDIVIDUAL LEVEL Individuals are accountable and empowered to create positive sport experiences	**ORGANIZATIONAL LEVEL** Organizations have the culture, structure, and skills to support safe sport experiences	**SYSTEM LEVEL** Sport is regulated with clear and enforceable standards

OUTPUTS

AWARENESS	EXPERT-LED SOLUTION & CAPACITY BUILDING	CONTINUOUS EVALUATION	VICTIM SUPPORT	STANDARDIZED POLICIES	COLLABORATION & ALIGNMENT	ACCESSIBLE & RESPONSIVE REPORTING MECHANISMS	INDEPENDENT INVESTIGATIVE MECHANISMS	PRIORITIZE POSITIVE EXPERIENCE OVER PERFORMANCE
Importance of Safe Sport is understood while normalizing the discussion	Education, training, and mentorship is systematically provided	Regular system and organizational evaluation occurs aligned to current best practices	Experts are easily accessible for support and advice	Minimum standards are clear, and easily accessible to public	Leverage resources and share information across levels, sports	Reporting across sports, jurisdiction -- Accessible and victim-centric process to record sport-specific issues	3rd party, expert-led process that engages across levels as required	Incentives & funding mechanisms -- In professional recognition & advancement

INPUTS

UNDERSTANDING OF THE COMPLEX PROBLEM

understanding of the **STRUCTURE**

understanding of current **SKILLS** and requirements

understanding of stakeholder **MOTIVATION**

understanding of **CULTURE** required to support SS

STAKEHOLDER COMMITMENT

Athletes

Parents

Coaches, officiates, and volunteers

Organizational staff

Government representatives

RESOURCE ALLOCATION

Formal accountability at each level

Available financial resources

Spaces to collaborate on issue

viaSport is committed to building and implementing evidence-based solutions, even if incremental and incomplete that put victims first and support people to respond. This Theory of Change (v1) is a part of our commitment to share tools, resources and learnings every step of the way.

APPENDIX 3
Safe Sport COM-B Framework Applications

Intervention Functions	Definition	Examples
Education	Increasing knowledge or understanding	Providing information through education programs, resource apps, lists, emergency action plans, sharing of knowledge
Persuasion	Using communication to induce positive or negative feelings or simulate action	Advocacy, storytelling, ad campaigns, booths at games, safe sport slogans and values
Incentivisation	Creating expectation of reward	Recognition, prizes, pay structure
Coercion	Creating expectation of punishment or cost	Consequences of not meeting Code of Conduct
Training	Imparting skills	Training, mentorship, counselling
Restriction	Using rules to reduce the opportunity to engage in the target behaviour (or to increase the target behaviour by reducing the opportunity to engage in competing behaviours)	Code of conduct, bans, minimum standards, contracts, discipline
Environmental Restructuring	Changing the physical or social (or cultural) context [Note: emphasis on external influences and less on personal agency (enablement)]	Increasing diaglogue through peer to peer conversation, open discussion, athlete's networks, check-in's, creating time/space for parents to be more involved
Modelling	Providing an example for people to asire to or imitate	Events (like WeDay)
Enablement	Increasing means/reducing barriers to increse capability or opportunity	Feedback that is solicited (i.e. through forms, interviews, surveys, etc), reporting tools

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Policy Categories	Definition	Examples
Communication / Marketing	Using print, electronic, telephonic or broadcast media	Social media campaigns, advertisements, slogans
Guidelines	Creating documents that recommend or mandate practice. This includes all changes to services provision	Provision of protocols, lists, definitions, etc. May also be included in resource apps.
Fiscal	Using the tax system to reduce or increase the financial cost	Changes to funding structure (i.e. funding that isn't performance-based)
Regulation	Establishing rules or principles of behaviour or practice	Code of Conduct, standards, rules, etc.
Legislation	Making or changing laws	n/a (outside the scope of the progam)
Environmental / Social Planning	Designing and/or controlling the physical or social environment	Alignment, collaboration, partnership development, group discussions, feedback, reporting apps, ideas related to changing power dynamics
Service Provision	Delivering a service	Establishing support services (i.e. counselling), mentorship programs, training and education services

Design Sprint Final Four Prototypes

Title:
Parent-Child Safe Sport Conversation Tool

Group: AHAe!

Problem Reframe: Athletes need the knowledge and skill to be empowered to advocate for a safe and positive sport environment.

Description:

- Current tools exist to train coaches and organizations in safe sport principles

  » A resource gap is in preparing athletes and parents in conversations about safe sport

- Methodology

  » When a parent registered their child in a sport, the club will provide them with or direct them towards a resource designed to help facilitate conversation about safe sport (identification, management, and empowerment)

  » Ideally the coach will reinforce the concepts presented via the tool and the outcome will be safer sport with improved advocacy by all stakeholders

Primary Target: 9-11 year old children and their parents/guardians. Secondary target: clubs and coaches.

How will we know if it's successful?:

- Amount of people who "pick-up" or engage with the tool

- If athletes feel more confident and prepared to identify unsafe sport environments (grey areas)

- If parents feel more confident and prepared to talk to their children about safety and positive sport experiences

What else do we need to know?:

- How do we target at-risk youth who don't have a supportive home environment? I.e. can't rely on a parent to deliver content

  » Potentially most vulnerable group

- Consider what design for accessibility will look like

  » E.g. CC, new immigrants to Canada › culture of sport may be unfamiliar

- Mandatory vs. not mandatory from club

- How do the expectations the parent has of the club or the coach change if the club provides this resource?

- How can you utilize other voices in the tool to increase engagement/understanding, e.g. prominent athletes? Someone of the younger age group?

- How can we focus the conversation more towards positive framing rather than fear-mongering?

- Tool: mixed response re: digital vs. physical, but consistency in a) support resource for parent, b) storybook/scenario presentation, c) imaginative and fun, d) game (card, board, video) format

Title:

Group: AI's

Problem Reframe: How will we develop a values-based sport culture where everyone is welcome, included and feels safe/comfortable?

Description: We tested: our assumptions on barriers that prevent a group from developing their culture. Providing an ongoing, sustainable, organic process with ongoing feedback. It is an essential service with support of a professional facilitator that is one (ore more) paid FTEs who understand sport and the grey areas. They are an expert in creating values, building empathy who had a high E.I. (emotional intelligence). Premise is that everyone is responsible, that the process helps everyone find themselves in the group/process › Me to We.

Primary Target: A group. (Any group – i.e. team, club, PSO)

How will we know if it's successful?:

- Balanced values-based culture shift

- Sustainable, ongoing resource to support process and education

- Individual responsibility ("I am responsible; I have a responsibility."

- Me to We – I am in it

What else do we need to know?:

Our "prototype"

- Reinforced that the process needs to be customized for the group

- Taking from paper to practice was important

- Funding to ensure sustainability is built in and that it is seen as essential service is important

Title:
Designed Alliance Feedback Loops

Group: Riki-Tiki-Tavi

Problem Reframe: How might we empower "everyone" to act without impacting their opportunities?

Description:

#1. Development Training: to equip sector

#2. Co-creation of a designed alliance › "Agreement among a team that outlines how we will "be" together and what we will do when things go wrong."

#3. Development of a feedback loop tool

Primary Target: Clubs, power imbalances

How will we know if it's successful?:

- Participation in process: athletes, coaches, parents, administrators

- Number of completed "Designed Alliances"

- Participants are aware of designed alliance

- How many people spoke up (survey)

What else do we need to know?:

- Someone needs to own the process (accountability)

- How do we escalate if there are issues?

- How do we ensure everyone is comfortable giving feedback?

- What are the checks and balances?

- How do we address variations in capacity?

- How will the alliance allow someone who is silenced to be heard?

- How will this work with individual sports/1:1 sports?

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Title:
the CHANGE room

Group: Fantastic Five

Problem Reframe: Making sport safer through normalizing conversation and giving athletes a voice, while also creating awareness of existing resources.

Description: A social change initiative that provides a voice to athletes and the sport community through living art and anonymous storytelling. Using both digital and tangible/tactile mediums (postcards), we seek to normalize conversation around safe sport.

(submit content › shared online or potentially at events or via a physical book › conversation/action)

Primary Target: Athletes. Age group TBD based on feedback.

How will we know if it's successful?:

- Quantitative analytics and response rates

- Identifying trends in storytelling

- Uptake and interest of "Champions"

- Qualitative feedback

- Requests for postcards

- Longevity

What else do we need to know?:

- How do we protect anonymity and ensure data is secure?

- Who moderates the submissions? What is their responsibility?

- What level of commenting / responsiveness / dialogue do we allow?

- Do we share all submissions or curate?

- How do we use the information that we collect? › sharing of trends

- Do we need to "prompt" people with varying themes?

- Do we need to build in a way to "reward" / "award" those who submit a postcard? How?

- How do we make it long lasting and ensure that it leads to something?

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