

## **COACHING ASSOCIATION OF CANADA MANDATE 2022-2025**

The Federal-Provincial/Territorial Ministers responsible for Sport, Physical Activity and Recreation endorsed the Canadian Sport Policy (CSP) 2012. Achieving the CSP<sup>1</sup> goals for competitive and high performance sport will require that qualified community coaches and leaders deliver technically sound sport fundamentals and guidelines for ethical conduct; that athletes/participants at all levels of recreational and competitive sport have the right to a healthy and safe sporting environment, have access to quality coaching based on sound science and principles of coach development; that high performance athletes receive highly-specialized coaching; and that leading-edge scientific practices and knowledge are integrated into coach development.

Consistent with the ideals of the Regina Resolution concerning Coaching and Sport Leadership in Canada adopted by the Federal-Provincial/Territorial Ministers responsible for sport, physical activity and recreation in 2005, federal, provincial and territorial governments recognize the Coaching Association of Canada (CAC) and National Sport Organizations (NSOs) at the federal level, as the primary partnership organizations responsible and accountable for national coaching and sport leader development. It is also acknowledged and understood that Provincial and Territorial Sport Organizations (PTSOs) and Provincial and Territorial (P/T) governments are responsible for delivery of coaching education/training in their respective jurisdictions. All organizations are also responsible for the promotion and implementation of the National Coach Certification Program (NCCP).

Also consistent with the condition in the Regina Resolution that “the federal-provincial/territorial governments and the CAC will review this mandate every four years from August 2005 to determine its efficacy”, this revised mandate will be effective as at month-day, 2022.

### **EXPECTATIONS OF COACHING ASSOCIATION OF CANADA AND FEDERAL-PROVINCIAL/TERRITORIAL GOVERNMENTS (herein referred to separately as the “CAC” or the “Governments”)**

The Governments agree to the following expectations for the mandate, governance, and accountability of the CAC:

#### **1) MANDATE**

The CAC’s mandate is to lead ethically sound coaching and sport leader training, delivery, and promotion, in association with other stakeholders and respecting P/T government contexts, through a leading-edge national coach and sport leader development program that provides for coaching within a broad context of sport leadership based on the needs of sport participants.

#### **2) GOVERNANCE**

(i) The CAC will be governed by an independent board of directors elected by the members of the corporation who are drawn from NCCP Partners and stakeholders including, but not limited to the following:

- Federal government.
- Provincial/territorial governments.
- National Sport Organizations (NSOs).

---

<sup>1</sup> As applicable – in certain cases the CSP may conflict with existing provincial and/or territorial policy

- Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA).
- Provincial/Territorial Coaching Representatives (P/TCRs).
- Individuals with experience as a director of a provincial or national not-for-profit or corporate board.
- Athletes who have represented their university, province or Canada at a national or international event within the previous seven years.
- NCCP Certified Coaches at the community and high-performance levels.

(ii) The members of the corporation are the individuals who are nominated or appointed for membership and are not the organizations that appoint such individuals.

(iii) The CAC's bylaws will include detailed provisions for the appointment and terms for the corporation's members, directors and officers.

(iv) The CAC's Board of Directors' structure and governance framework enable the strategic guidance of the organization, including direction, approval of long-term financial plans and budgets, monitoring the delivery of strategic directives, and the periodic review of risks, accountabilities, and stakeholder expectations.

### **3) SHARED PRINCIPLES**

(i) Competent coaches are the cornerstone in the safe and ethical implementation of long-term athlete development within age and stage appropriate programs.

(ii) NCCP is one of the primary vehicles through which coaches acquire necessary competencies.

(iii) All partners (NSO/PTCR/Governments) have the authority and flexibility to add to the training and education of the coach based on their context/priorities. However, the core curriculum of the NCCP industry (minimum) standards as defined through extensive partner consultations remains intact.

(iv) Coaches in Canada are guaranteed accessibility to NCCP training in English and French and without discrimination due to ability, culture, geography, religion, race, or sexual orientation and gender identity and expressions.

(v) It is essential that access to the NCCP not be disrupted because of disagreement within individual Partner organizations or between Partner groups.

### **4) COLLABORATION and ACCOUNTABILITY**

(i) The continuing collaboration with federal and provincial/territorial governments as well as other key stakeholders makes NCCP unique and distinct in sport and is an essential outcome and will be dependent on the roles and responsibilities as outlined in Appendix 1.

(ii) Governments recognize the accountability of Partners to:

- Preserve through agreed standards the integrity and continuity of the NCCP; and,
- Resolve differences that put the integrity or continuity of the NCCP at risk.

(iii) The review of the Reinvestment Fee, conducted every four years, will be based on the principles contained in the Economic Framework, as detailed in Appendix 2.

(iv) The annual contribution agreement between the federal Minister responsible for sport and the CAC adequately safeguards the necessary accountability required of the CAC to the directions as set by Governments.

(v) The Governments acknowledge the CAC's autonomy. The CAC shall conduct its affairs respecting the different partners and clientele's situations.

(vi) The Governments expect a representation and warranty from the CAC that it is the sole and beneficial owner of copyright, properties and trademarks related to the NCCP (as detailed in Appendix 3) with a valid right, title and interest therein and all other legal and beneficial rights thereto, free and clear of all encumbrances or rights of use or possession.

(vii) A Federal-Provincial/Territorial Sport Advisory Group, in collaboration with CAC<sup>2</sup>, will be in place to ensure regular and strategic communication amongst government and non-government stakeholders.

## **5) REVIEW PROCESS**

The federal-provincial/territorial governments, in collaboration with CAC, will review this mandate every four years to determine its efficacy and present recommendations for change when required. This provision is included in the CAC's by-laws.

## **6) AMENDMENT**

This mandate (and attached appendices, which are an integral part of this mandate) may be amended at any time by the written consent of the federal-provincial/territorial governments.

---

<sup>2</sup> In collaboration with any other partners or stakeholders as necessary

## **Appendix 1 – Roles and Responsibilities**

### **1) Common to all partners**

The CAC, the Provincial/Territorial Coaching Representatives (P/TCRs), the National Sport Organizations (NSOs) and the federal-provincial/territorial governments are individually and collectively responsible to:

- a) ensure that the NCCP and other coaching and sport leader development programs contribute to a safe and ethical sport experience in all contexts of participation;
- b) ensure that the programs integrate into the Canadian Sport for Life framework, or the equivalent athlete development model used by that jurisdiction, and follow the principles of Long Term Development (LTD) or its equivalent;
- c) ensure the NCCP has the ability to accommodate the needs of each P/T as they address different profiles of coaches by consulting their partners (including coaches themselves), while maintaining core curriculum;
- d) ensure that coaching and sport leader development programs are available in both French and English;<sup>3</sup>
- e) facilitate the recognition of training undertaken outside the NCCP continuum (e.g., university courses, training obtained outside of Canada);
- f) use best efforts to make the program financially and geographically accessible to all, including traditionally under-represented and/or marginalized populations as referenced in the CSP and the Federal-Provincial/Territorial Priorities for Collaborative Action;
- g) endorse the value of competent coaches and support, along with other stakeholders, higher standards of coaching competencies and working conditions/environments for coaches;
- h) actively participate in the resolution of any differences that put the integrity and continuity of the NCCP at risk.

### **2) The CAC**

Within the framework of the mandate provided by the Governments, the CAC, in collaboration with other stakeholders, will have the authority to make final decisions on any aspect of the ordinary course of business (development, delivery and promotion) of the National Coach Certification Program (NCCP), including to:

- a) protect its rights and properties as they relate to the programs;
- b) ensure that the activities/initiatives contribute to the implementation of the Canadian Sport Policy (or its equivalent where applicable); in particular:
  - i. that “athletes at all levels of competitive sport have access to quality coaching that is based on sound science and principles of coach development”;
  - ii. by developing training and learning activities that enable program leaders who support the acquisition of fundamental movement skills and positive attitudes among children and youth;
- c) specify minimum standards related to the programs’ development, delivery and promotion;
- d) upgrade, as needed, the content, minimum standards and procedures related to the programs’ development, delivery and promotion;

---

<sup>3</sup> Quebec will define the Project’s clientele and take the necessary steps to communicate with them and provide the Project documentation in French and, where applicable, in English if specifically requested by an individual. It is understood that, for Quebec, service delivery and communications will comply with the Charter of the French Language.

- e) create policies and procedures supporting the programs' development and promotion, in consultation with stakeholders;
- f) undertake operational responsibilities related to the development (including certification) and promotion of the programs in collaboration with other stakeholders;
- g) design and execute marketing and promotional initiatives related to the NCCP;
- h) ensure the continuing availability of a national database;
- i) support the development of Master Coach Developers;
- j) serve as primary liaison to the programs' key stakeholders (national sport organizations);
- k) administer in accordance with the principles of the economic model (see Appendix 2);
- l) provide support for coaches in their day-to-day coaching practice;
- m) proactively incorporate new technologies and subsequent training to complement those adopted by the coaches in the daily training environment;
- n) participate in domestic and international forums dedicated to the advancement of coach and sport leader development;
- o) ensure that all the documentation related to the NCCP is available online for free;
- p) report annually to federal-provincial/territorial governments on the implementation of the present mandate, and in particular, provide appropriate reports to the federal government in respect of the contribution agreement.
- q) communicate any decisions made by the CAC to all partners regarding NCCP delivery.

### **3) Provincial/Territorial Coaching Representatives (P/TCRs).**

The Provincial/Territorial program delivery agencies are the organizations mandated by Provincial/Territorial governments to:

- a) assume the general responsibilities for the delivery and promotion of the NCCP and other related programs within their respective jurisdictions.
- b) comply with agreed program standards and preserve the integrity and continuity of the NCCP and ensure authorized bodies to which it assigns any roles and responsibilities are bound to comply with the equivalent standards and obligations;
- c) serve as primary liaison to the program's key stakeholders (provincial and territorial sport organizations);
- d) select, train, and upgrade multi-sport Master Coach Developers and Learning Facilitators;
- e) Assist with the maintenance of Coach Developer records in the NCCP Locker database;
- f) participate in inter-provincial/territorial forums dedicated to the advancement of coach and sport leader development and nominate Provincial/Territorial Coaching Representatives to the CAC board;
- g) account to their respective provincial/territorial governments or agencies appointed by them for this purpose;
- h) support the economic framework with CAC to adequately fund the development, upgrading and delivery of the NCCP.

### **4) The National Sport Organizations (NSOs)**

The National Sport Organizations as the program's key stakeholder are mandated by the federal-provincial/territorial governments to<sup>4</sup>:

- a) develop and maintain the sport specific aspects of NCCP;
- b) comply with agreed program standards and preserve the integrity and continuity of the NCCP, and ensure any organization to which it assigns any of its roles and responsibilities is bound to comply with the equivalent standards and obligations;
- c) contribute to the ongoing development of the NCCP;

---

<sup>4</sup> In respect with each P/T's level of implication/involvement within their province or territory.

- d) promote and provide incentives to participate in the NCCP;
- e) select, train, and upgrade sport specific Master Coach Developers with the collaboration of the PTSOs when possible;
- f) oversee the implementation of sport specific Learning Facilitator and Coach Evaluator training and upgrading, by collaborating with their P/TSO counterparts and by conducting formal planning and evaluation meetings of regional Master Coach Developers;
- g) assist with the maintenance of Coach Developer records on the NCCP Locker database;
- h) provide encouragement and opportunities to coach for under-represented groups;
- i) support the economic framework with CAC to adequately fund the development, upgrading and delivery of the NCCP; and,
- j) copyright of sport-specific materials (any use of multi-sport materials in an integrated format will require approval from the CAC).

**5) Federal-provincial/territorial governments responsible for sport, physical activity and recreation:**

- a) endorse a broader context of leadership in all contexts of sport as defined in the Canadian Sport Policy and within the framework of Canadian Sport for Life, or its equivalent;
- b) recognize the CAC, national sport organizations (NSOs) and provincial/territorial sport organizations (PTSOs) as the primary partnership organizations responsible and accountable for national and provincial/territorial coaching and sport leader development and promotion, and implementation of the NCCP and other related programs;
- c) recognize the NSOs, provincial/territorial sport organizations (PTSOs) and the Provincial/Territorial Coaching Representatives (P/TCRs) (or their duly authorized bodies as determined by provincial/territorial governments) as the primary partners responsible and accountable for delivering the national coach and sport leader development program;
- d) support the mandate, roles and responsibilities of the CAC and the Provincial/Territorial Coaching Representatives (P/TCRs), by providing funding through the respective programs of the two orders of government;
- e) the federal government will enter into a contribution agreement with the CAC in accordance with the federal government's contribution guidelines and consistent with the provisions outlined herein;
- f) support the economic framework with CAC to adequately fund the development, upgrading and delivery of the NCCP in their respective contexts.

**Appendix 2 – Economic Framework**

The economic framework is comprised of five principles:

1. The Government of Canada will subsidize development costs for the program through the CAC.

2. The provincial/territorial governments will subsidize delivery costs through their designated agencies to enable program accessibility.
3. NSOs, PTSOs, and the Provincial/Territorial Coaching Representatives (P/TCRs) are the NCCP Partners, and as the primary users of the NCCP, will pay to support the integrity of the NCCP Locker Database and the ongoing reinvestment in development, delivery and promotion of the program. This will also ensure partners have access to the available data while respecting the legal frameworks related to the protection of personal data.
4. The National Sport Organizations, their member Provincial/Territorial Sports Organizations, and the Provincial/Territorial Coaching Representatives (P/TCRs) believe that they and the coaches to whom they deliver NCCP are the primary beneficiaries of the NCCP. The NCCP Locker Database is essential to the integrity of the NCCP as a national program; the Locker should contain the records of all coaches participating in every stream and context of the NCCP. Because of the value of the NCCP and the benefits it derives, the Partners acknowledge their shared responsibility for the ongoing sustainability and growth of the NCCP, regardless of their size and level of activity, and will reinvest in the development, delivery and promotion of the program, and the operation of the NCCP Locker Database, through an annual Reinvestment Fee. The CAC, in consultation with its Partners, will establish every four years, the level of reinvestment to be split among NSOs and P/T Coaching Representatives (P/TCRs) and paid annually by their constituent organizations.
5. A contribution agreement will be established between the Government of Canada and the CAC for program support. Through the contribution agreement, the Government of Canada will monitor the effectiveness of the public funding and support to coaching. The CAC will oversee a comprehensive evaluation system that will include performance objectives to ensure public funding results in improved programming for coaches in Canada.
6. The CAC will have the mandate to foster corporate partnerships to support the program. Revenues from the program and its sponsors must be reinvested in the programs.

### **Appendix 3 – Rights, Trademarks and Properties of the CAC**

National Coaching Certification Program (Section 9 Marks for Name, section 46 for logo)

Coaching Association of Canada (Section 9 Marks for name and logo)

Advanced Coaching Diploma (Trademark)

National Coaching Institute (Trademark)

NCCP multi-sport materials (copyright)

NSO Materials (Co. Copyright between CAC and NSOs), acknowledgment of rights when translated by PT/PTSOs