

COACHING ASSOCIATION OF CANADA MANDATE AGREEMENT 2013

The Federal-Provincial/Territorial Ministers responsible for Sport, Physical Activity and Recreation endorsed the Canadian Sport Policy 2012. Achieving the CSP goals for recreational, 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 at all levels of competitive sport 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.

As per the 2005 Regina Resolution concerning Coaching and Sport Leadership in Canada adopted by the Federal-Provincial/Territorial Ministers responsible for sport, physical activity and recreation, federal, provincial and territorial governments recognize the Coaching Association of Canada (CAC) and national sport organizations (NSOs) as the primary partnership organizations responsible and accountable for national and provincial/territorial coaching and sport leader development and promotion, and implementation of the National Coach Certification Program (NCCP).

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 of September 1, 2013.

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

- (i) The CAC’s mandate is to lead ethically sound coaching and sport leader training, delivery and promotion in association with other stakeholders, 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 in all contexts of participation.

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).

- Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA). Provincial/Territorial NCCP delivery agencies.
 - 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.

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 the primary vehicle through which coaches acquire necessary competencies.
- (iii) Coaches in Canada are guaranteed accessibility to NCCP training in English and French and without discrimination due to gender, ability, culture, geography, religion, race, or sexuality.
- (iv) It is essential that access to the NCCP not be disrupted as a result 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 national standards the integrity and continuity of the NCCP;
 - 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 in a businesslike manner.
- (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.

5) REVIEW PROCESS

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

6) AMENDMENT

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

Appendix 1 – Roles and Responsibilities

1) Common to all partners

The CAC, the Provincial/Territorial NCCP program delivery agencies, 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 and follow the principles of Long Term Athlete Development (LTAD);
- c. ensure that coaching and sport leader development programs are available in both French and English;
- d. use best efforts to make the program accessible to all, including traditionally under-represented and/or marginalized populations as referenced in the Canadian Sport Policy and the Federal-Provincial/Territorial Priorities for Collaborative Action;
- e. endorse the value of competent coaches and support, along with other stakeholders, higher standards of coaching competencies and working conditions/environments for coaches;
- f. 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) and other related programs, including to:

- a. protect its rights and properties as they relate to the programs;
- b. ensure that the programs contribute to the implementation of the Canadian Sport Policy, 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;
- e. create policies and procedures for the programs’ development and promotion, in consultation with stakeholders;
- f. undertake operational responsibilities related to the development (including evaluation and certification) and promotion of the programs in collaboration with other stakeholders;

- g. design and execute marketing and promotional initiatives related to the programs;
- h. ensure the continuing availability of a national database;
- i. support the development of Master Learning Facilitators;
- j. serve as primary liaison to the programs' key stakeholders (national sport organizations);
- k. administer in accordance with the principles of an economic model for the program (see Appendix 2);
- l. provide support for coaches in their day-day coaching practice;
- m. participate in national and international forums dedicated to the advancement of coach and sport leader development;
- n. 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.

3) Provincial/Territorial program delivery agencies

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 national 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 same 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 Learning Facilitators, Advanced Learning Facilitators and Learning Facilitators;
- e. Assist with the maintenance of coach, instructor, Learning Facilitator and Evaluator records on the NCCP 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:

- a. develop and maintain the sport specific aspects of NCCP;

- b. comply with national 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 same standards and obligations;
- c. contribute to the ongoing development of the NCCP;
- d. promote and provide incentives to participate in the NCCP;
- e. select, train, and upgrade sport specific Master Learning Facilitators and Master Evaluators;
- f. oversee the implementation of sport specific Learning Facilitator and Evaluator training and upgrading, by collaborating with their P/TSO counterparts and by conducting planning and evaluation meetings of regional Master Learning Facilitators and Evaluators;
- g. assist with the maintenance of coach, instructor, learning facilitator and evaluator records on the NCCP 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.

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;
- b. recognize the CAC and national sport organizations (NSOs) 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 and the Provincial/Territorial programs delivery agencies (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 delivery agencies, 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.

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. The National Sport Organizations, their member Provincial/Territorial Sports Organizations and the Provincial/Territorial Delivery Agencies are the NCCP Partners, and as the primary users of the NCCP, will pay to support the integrity of the Database and the ongoing reinvestment in development, delivery and promotion of the program.
4. The National Sport Organizations, their member Provincial/Territorial Sports Organizations and the Provincial/Territorial Delivery Agencies believe that they and the coaches to whom they deliver NCCP are the primary beneficiaries of the NCCP. The NCCP Database (the Locker) is essential to the integrity of the NCCP as a national program; the Database 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 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 Delivery Agencies 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 monitoring and evaluation system that will include performance measurements, standards and 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)

National Coaching Institute (Trade-mark)

NCCP materials (copyright)

NSO Materials (Co. Copyright between CAC and NSOs)