

Strategic Plan

2022–2027



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Canada

The CCES would like to acknowledge the financial support of the Government of Canada through Sport Canada and the Department of Canadian Heritage.

We respectfully acknowledge that the head office of the Canadian Centre for Ethics in Sport (CCES) is located on the traditional unceded territory of the Algonquin Anishnaabeg People. We honour this land as well as all other First Nations, Métis, and Inuit lands and territories on which we work. The CCES recognizes the outstanding contribution the First Peoples make to sport and acknowledges the power of sport to promote reconciliation and address inequality.



Message from the CEO

Sport has deep roots in Canadian society. These roots unite us, support us as we grow, and help us understand what it means to be Canadian. For this reason, sport in Canada is viewed as a valuable public asset that is worthy of investment and stewardship.

At its best, sport can build character in our youth, strengthen social connections in our communities, and increase opportunities for personal excellence.

At its best, sport reflects the values we hold to be important in our society: the values we stand for and which define us as a nation.

At its best, sport can unite us and lift us up.

And sport is at its best when it is values-based, when it is ethical, and when it has integrity.

But the integrity of sport is always vulnerable. It is vulnerable to threats such as doping, maltreatment, exclusion, violence, competition manipulation, and various forms of corruption.

This is why it is so important that we all work together as a sport community to safeguard the integrity of sport. Together we must work collaboratively and coordinate our responses to these threats. But it is not enough to respond

only to the threats: we must also join forces to ensure we bring out the best that sport has to offer. We must work together to create a culture in sport that is values-based and ethical.

The Canadian Centre for Ethics in Sport (CCES) is proud to play a role, together with our partners, to ensure sport lives up to its promise: that good sport can make a great difference to individual Canadians, to the communities where they live, and to the identity of our country.

We are pleased to share our Strategic Plan 2022-2027 with you, our partners in sport. This plan reflects the feedback you provided through our extensive consultation process and clearly defines our vision for sport in Canada, the role we will play in striving to achieve that vision, and the priorities we have set for the next five years.



Paul Melia, President and CEO

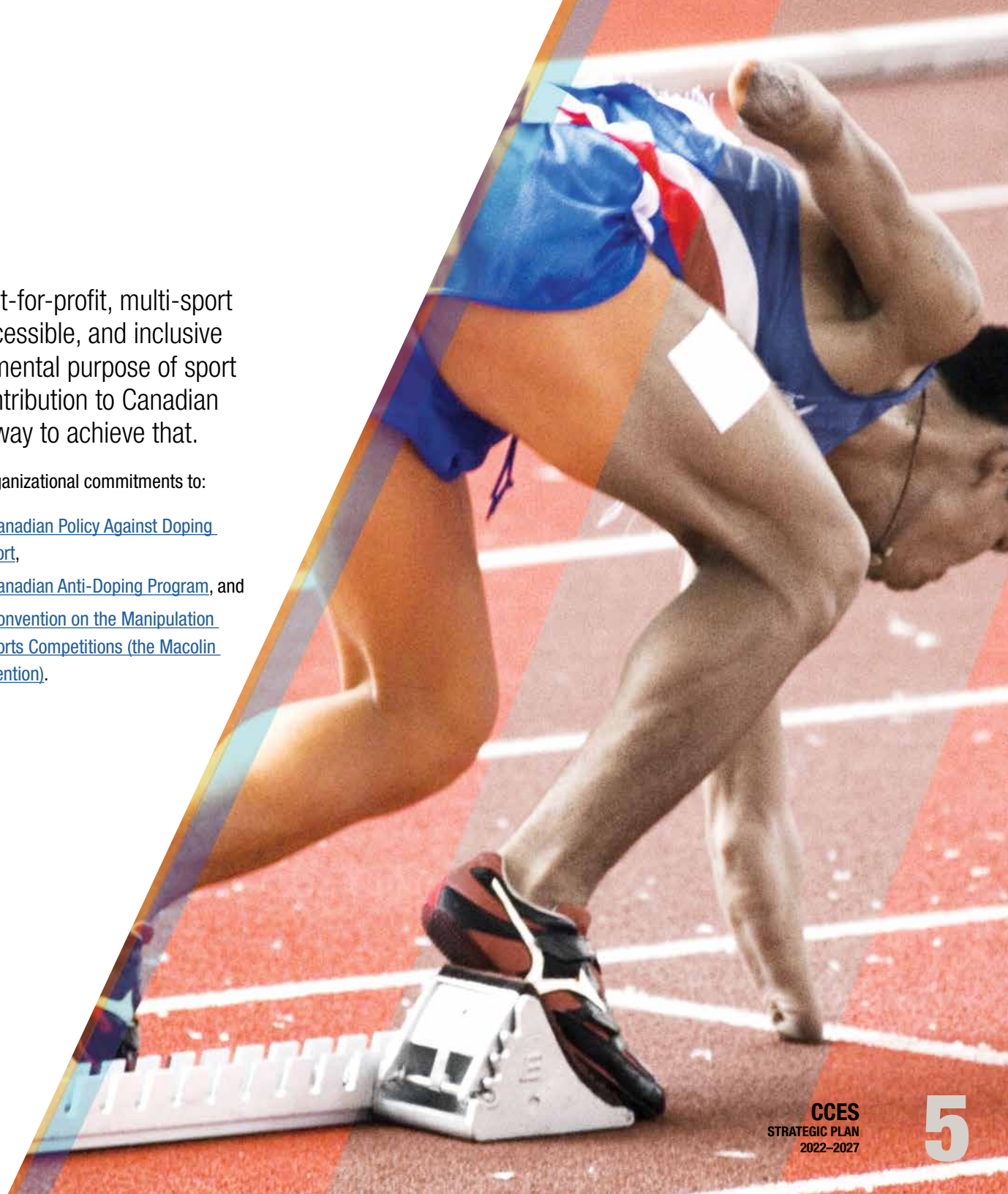


Who We Are

The CCES is an independent, national, not-for-profit, multi-sport organization with a vision of fair, safe, accessible, and inclusive sport for everyone. We believe the fundamental purpose of sport can and should be to make a positive contribution to Canadian society and that ethical sport is the best way to achieve that.

Our mandate is derived, in part, from governmental and organizational commitments to:

- ▶ the [Physical Activity and Sport Act](#),
- ▶ the [Canadian Sport Policy](#),
- ▶ the [London Declaration – Expectations for Fairness in Sport](#),
- ▶ the [International Convention against Doping in Sport](#),
- ▶ the [World Anti-Doping Code](#),
- ▶ the [Canadian Policy Against Doping in Sport](#),
- ▶ the [Canadian Anti-Doping Program](#), and
- ▶ the [Convention on the Manipulation of Sports Competitions \(the Macolin Convention\)](#).



Our Vision

Sport is fair, safe, accessible, and inclusive.

Our Mission

To work collaboratively to address unethical behaviours and promote a values-based approach to sport to ensure positive sport experiences for all.

Our Corporate Values

We are guided by the following values as we work to fulfil our mission and exercise leadership in ethical sport:

Independence.

We are alert to all potential and actual conflicts of interest and manage them transparently and rigorously.

Excellence.

We achieve the highest standards in all that we do.

Integrity.

We align our actions with our expressed values.

Collaboration.

We believe in the power of our team and our stakeholders to achieve positive results through inclusive approaches to our work.

Social Responsibility.

We value the greater good and strive to make a positive contribution to society.

Diversity, Equity, Inclusion, and Accessibility.

We include differing perspectives, promote the fair and respectful treatment of all people, and reflect lived experiences (in particular, those of equity-deserving groups) in the work we do.



Our Corporate Commitments

Our corporate commitments are designed to strengthen and structure our organization to achieve our mission.

Programs and Services.

We regularly evaluate our programs and services to ensure they are meaningful, relevant, effective, cohesive, and have a positive impact.

Athletes.

We ensure that our policies, programs, and related offerings are developed in collaboration with athletes.

People in the Organization.

We are an engaging, collaborative, safe, and welcoming workplace, creating the conditions for the people in the organization to effectively contribute to the organization's vision and strategic goals.

Financial Sustainability.

We have a revenue-generation and diversification plan to enhance our short- and long-term financial capacity and to effectively resource our strategic plan.

Communication and Engagement.

In collaboration with our stakeholders, and in particular the Canadian sport community, we have a bold communication and engagement strategy to promote ethical sport in Canada, communicate what we do, and engage in and facilitate ethical sport conversations.

Policies, Procedures, Operational Planning.

We regularly review and enhance organizational practices, policies, procedures, and operational plans to ensure they align with our strategic plan.

Environmental, Social, and Governance (ESG) Responsibility.

We deploy an ESG strategy that reduces environmental impact, considers social responsibility and enables exceptional governance.

Research and Development.

We continue to elevate our expertise and intelligence on various ethical sport issues by developing strategic partnerships with external stakeholders and researchers.

Technology and Innovation.

We integrate technology solutions in all areas of our operations that strengthen our effectiveness and offer optimal value to our stakeholders.

Standards and Certification.

We comply with the highest business and organizational standards, and adopt exemplary corporate practices that are relevant to our mission and vision.

About Ethical Sport

WHAT IS ETHICAL SPORT?

Sport that is guided by policies and practices that reflect a mutually agreed upon set of values is ethical sport. It is often referred to as values-based sport in stakeholder communications.

The Canadian Sport Policy identifies the agreed upon set of values Canadians believe should guide the policies and practices of Canadian sport. At the highest level these values can be

expressed as fairness, safety, and inclusion. The True Sport Principles are a practical expression of how these values apply on and off the field of play.

WHY ETHICAL SPORT MATTERS

When sport is ethical, it enables all stakeholders to achieve their full potential and to enjoy the many benefits associated with being involved in a positive sport experience. Ethical sport also serves to protect all stakeholders from the negative effects and harms associated with unethical behaviours, including doping, maltreatment, exclusion, violence, competition manipulation, and various forms of corruption.

We strongly believe that, in addition to combating unethical behaviours in sport, we must intentionally foster a values-based approach, which includes the True Sport Principles, to ensure sport can live up to its full potential and make a positive contribution to Canadian society. When we negate the bad and elevate the good in sport, we will build character in participants, strengthen the communities where we play, and increase opportunities for personal excellence.

THE TRUE SPORT PRINCIPLES

The [True Sport Principles](#) underpin our approach to values-based sport and have been reconfirmed through recent consultations as the principles Canadians want reflected in their sport experience.

TRUE SPORT

True Sport Principles

Go For It

Rise to the challenge – always strive for excellence.
Be persistent and discover how good you can be.

Play Fair

Understand, respect, and follow the rules.
Play with integrity – competition is only meaningful when it is fair.

Respect Others

Show respect for everyone involved in creating your sporting experience, both on and off the field of play.
Win with dignity and lose with grace.

Keep It Fun

Find the joy in sport and share it with others.
Remember what you love about sport and why you play.

Stay Healthy

Always respect and care for your mind and body.
Advocate for the health and safety of yourself and those around you.

Include Everyone

Recognize and celebrate strength in diversity.
Invite and welcome others into sport.

Give Back

Say thanks and show gratitude.
Encourage your sport group to make a difference in the community.

truesport.ca

Our Strategic Goals and Priorities 2022–2027

The CCES has identified five strategic goals and four strategic priority areas to guide our work over the next five years and beyond. Related key performance indicators will be developed on an annual basis to measure our progress. We believe that by intentionally activating True Sport, advocating for ethical sport, and protecting the integrity of sport, we will fulfill our mission and achieve our vision of fair, safe, accessible, and inclusive sport.

STRATEGIC GOALS

Our **five strategic goals** and what we expect to achieve are as follows:

- 1 Canadian sport stakeholders, in particular athletes, have a positive sport experience.**

Stakeholders feel the Canadian sport system is fair, safe, accessible, and inclusive, and makes a positive contribution to people and community.

- 2 Canadians believe unethical issues in sport are managed effectively and that Canadian sport has integrity.**

Threats to a positive sport experience are identified, assessed, and managed effectively, resulting in reduced incidents.

- 3 Canadian sport organizations embrace True Sport as the approach to activate values-based sport on and off the field of play.**

More Canadian sport organizations have integrated True Sport into their organization's policies, programs, and practices.

- 4 The CCES is recognized as a leader, partner, and expert in ethical sport.**

The CCES has enhanced its partnership and collaboration with sport organizations and augmented its research and engagement projects to strengthen the Canadian sport system's capacity to deal with ethical issues.

- 5 CCES stakeholders prioritize ethical sport.**

The CCES has influenced and advocated for stakeholders to adopt policies, programs, and funding to implement True Sport and to fight effectively against unethical behaviours that impact athletes and sport.





STRATEGIC PRIORITIES

To achieve our goals, we will focus on the following **four strategic priorities**:

TRUE SPORT.

Encourage sport participants and stakeholders to embrace True Sport as the approach to activate values-based sport, on and off the field of play.

ANTI-DOPING.

Administer the Canadian Anti-Doping Program (CADP) and contribute to global efforts to protect every athlete's right to clean sport.

COMPETITION MANIPULATION.

Lead the creation and implementation of a national program to address competition manipulation that is consistent with the Macolin Convention.

ETHICAL SPORT LEADERSHIP.

Identify emerging ethical issues that are threats to Canadian sport, and support stakeholders to respond and develop solutions that address the issues.

True Sport

Encourage sport participants and stakeholders to embrace True Sport as the approach to activate values-based sport, on and off the field of play.

Desired Outcomes

- ▶ The CCES is perceived and known by the vast majority of its stakeholders as the network leader for values-based sport and a champion of True Sport.
- ▶ The CCES has developed strategic partnerships with national sport organizations and multi-sport organizations in Canada to implement a True Sport activation strategy in their policies, practices, and programs.
- ▶ More and more sport organizations (national, provincial/territorial, and local) use True Sport as their preferred approach to activating values-based sport.
- ▶ More Canadians understand the importance of a values-based sport experience, believe that True Sport is an effective approach to achieving the sport they want, and believe in its potential to instill character, strengthen communities, and increase opportunities for personal excellence.





Anti-Doping

Administer the Canadian Anti-Doping Program (CADP) and contribute to global efforts to protect every athlete's right to clean sport.

Desired Outcomes

- ▶ Canadian athletes are educated and supported by the CCES to train and compete clean, and feel confident that they are competing on a level playing field.
- ▶ Clean sport is a top priority of all Canadian sport stakeholders, and their actions reflect this.
- ▶ Athlete support personnel at all levels make choices to influence the athletes they support, and ensure they train and compete clean.
- ▶ The CADP continually evolves, is research-informed, incorporates a robust partnership with the INRS–Institut Armand-Frappier Doping Control Laboratory (accredited by the World Anti-Doping Agency (WADA)), and positions the CCES as a world-leading national anti-doping organization.
- ▶ The CCES works collaboratively with sport organizations to fulfill all requirements of the World Anti-Doping Code and is deemed to be compliant by WADA, enabling Canadian athletes to compete domestically and internationally.
- ▶ The CCES is sought after by both domestic and international sport organizations through fee-for-service relationships to extend its anti-doping impact beyond the CADP.

Competition Manipulation

Lead the creation and implementation of a national program to address competition manipulation that is consistent with the Macolin Convention.

Desired Outcomes

- ▶ The Government of Canada recognizes competition manipulation as a priority that is comparable to other critical ethical issues, such as doping and maltreatment, and is a signatory to the Macolin Convention.
- ▶ Canadians have a broad understanding and awareness of competition manipulation in Canadian sport.
- ▶ The CCES leads the development of a national strategy against competition manipulation, which is informed and adopted by athletes and sport organizations, and properly funded.
- ▶ Canadian sport stakeholders are aware of the process and feel safe, secure, and confident to report issues related to competition manipulation.
- ▶ A strategic framework is established to define roles and responsibilities with provincial/territorial regulators, betting operators, and other interested parties to protect athletes and the integrity of sport.

A photograph of a person rowing a boat on a body of water. The person is wearing a white cap, a dark long-sleeved shirt, and a white life vest. The boat is yellow and black. The water is blue with ripples. The image is partially obscured by a yellow and black graphic overlay on the right side.

Ethical Sport Leadership

Identify emerging ethical issues that are threats to Canadian sport, and support stakeholders to respond and develop solutions that address the issues.

Desired Outcomes

- ▶ Sport organizations recognize and address ethical issues that impact the quality of the sport experience.
- ▶ The CCES is seen as an expert in sport ethics and is called upon by Canadian sport stakeholders to help address ethical issues impacting Canadian sport.
- ▶ Tools and resources are available to support sport organizations working to address ethical issues in sport (e.g., good governance, safe sport, trans and non-binary inclusion).
- ▶ Emerging ethical issues are identified and explored by the CCES in a timely manner using a collaborative, research-informed approach.

CCES Strategic Plan 2022–2027... at a glance

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OUR VISION

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OUR MISSION

To work collaboratively to address unethical behaviours and promote a values-based approach to sport to ensure positive sport experiences for all.

OUR VALUES

Independence
Excellence
Integrity
Collaboration
Social Responsibility
Diversity, Equity, Inclusion,
and Accessibility

OUR STRATEGIC PRIORITIES

True Sport

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OUR GOALS

- Canadian sport stakeholders have a positive sport experience.
- Canadians believe unethical issues in sport are managed effectively.
- CCES stakeholders prioritize ethical sport.
- Canadian sport organizations embrace True Sport as the approach to activate values-based sport, on and off the field of play.
- The CCES is recognized as a leader, partner, and expert in ethical sport.

OUR CORPORATE COMMITMENTS

Programs and Services

Athletes

People in the Organization

Financial Sustainability

Policies, Procedures, Operational Planning

Communication and Engagement

Research and Development

Standards and Certification

Environmental, Social, and Governance (ESG) Responsibility

Technology and Innovation