

# Leadership Module: Sport System 101

# Sport System 101

Sport System 101 is a web based leadership tool to help guide high performance athletes, and those looking to become high performance athletes, through the Canadian sport system from development to retirement. Various areas of interest are listed on the left and expand to provide more details on each of the selected topics.

This learning tool allows for both developing and high performance athletes to easily find answers to frequently asked questions about the sport system while providing step-by-step solutions and/or links to additional resources.

## **How will understanding the national sport system help you as an athlete?**

There are a number of areas in which the following information will make navigating a sport career path easier:

- Knowing which organizations provide which programs, services, funding, information, and/or advocacy and how to access them.
- Taking advantage of the contacts, resources, programs and services these organizations provide.
- Understanding the different possibilities and opportunities available both as an athlete and off the field of play.
- Creating a career path vision through the various levels of the sport system with help from the applicable sport organizations to reach your end goal



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## Frequently Asked Questions

**Q: What is the Athlete Assistance Program (AAP)?**

A: This is the only Sport Canada program that provides funding directly to athletes. Funding is based on national standards, which are sport specific, in order to identify eligible athletes for financial support.

**Q: Who can receive AAP?**

A: Athletes who belong to a National Sport Organization (NSO) which meets the SFAF (Sport Funding and Accountability Framework) minimum requirements OR athletes who are or have the potential to be top 16 in the world.

**Q: Are there exceptions to those who can receive AAP?**

A: Yes, there are exceptions. For a list click [here](#).

**Q: What type of support is available through AAP?**

A: The three types of funding are: living and training, tuition or deferred tuition, and special.

**Q: What is carding?**

A: Carding or being carded includes athletes who are approved for funding by their National Sport Organization (NSO) and Sport Canada and are financially supported through AAP. In other words receiving AAP = Carded.

**Q: What steps do I have to take to become carded?**

A: Athlete completes Athlete / NSO form from their NSO and signs the Athlete / NSO agreement. The athlete is then approved for funding.

**Q: What are the different levels of Carding?**

A: D – young athlete showing potential  
SR – 1 / SR – 2 – international criteria  
C-1 – probationary card; meet national criteria for the 1st time.

**Q: Who is eligible for carded status?**

A: For individual sports, click [here](#). For team sports, click [here](#).

**Q: Can I become de-carded?**

A: Yes. There are three different ways to become de-carded. Click [here](#) for details.

**Q: Do I belong to an NSO that is funded by Sport Canada?**

A: Click [here](#) for a list of NSO's supported by Sport Canada.

**Q: I do not belong to an NSO funded by Sport Canada; can I still receive AAP?**

A: As a general rule, AAP is limited to NSO's who fall under the Sport Funding and Accountability Framework (SFAF). However, exceptions are made if the athlete meets international criteria (click [here](#)) for SR card or other eligibility criteria or the NSO meets AAP eligibility criteria.

**Q: I have a disagreement about my Carded status – what do I do?**

A: Follow the NSO's internal [appeal process](#). If this method is exhausted, a review from Sport Canada can be requested.



**Q: What guidelines do I have to follow if I become carded?**

A: Guidelines are provided by the NSO and Sport Canada (called the [athlete / NSO agreement](#)).

**Q: What are Multi-Sport Service Organizations (MSO's)?**

A: MSO's provide athletes, the public and sport partners from NSO's with services and multi-sport games opportunities.

**Q: What types of services are at my disposal from MSO's?**

A: Services vary from MSO to MSO. For a list, click [here](#).

**Q: What are Canadian Sport Centres (CSC's)?**

A: CSC's support high performance athletes through programs, services and training facilities. Each centre has its' own criteria for support levels.

**Q: What CSC services are available in my area?**

A: For a list of services, click [here](#).



## Section 1: Sport Canada

Sport Canada's mission is to enhance opportunities for Canadians to participate and excel in sport by enhancing both the capacity and coordination of the Canadian Sport System.

Financial assistance is available to National Sport Organizations (NSO's) through Sport Canada's Sport Support Program (SSP), based on the Sport Funding and Accountability Framework (SFAF).

Click [here](#) to see if your NSO is eligible for funding.

Sport Canada also offers funding directly to high performance athletes through the Athlete Assistance Program (AAP).

Click [here](#) for more information.

### Athlete Assistance Program (AAP)

The Athlete Assistance Program (AAP) is a national-level program that identifies and provides funding directly to athletes already at or having the potential to be in the top 16 in the world.

The AAP is the only Sport Canada initiative that provides funding directly to athletes. Funding is based on national standards, which are sport specific, in order to identify eligible athletes for financial support.

Athletes who are approved for funding and are financially supported through the AAP are referred to as CARDED ATHLETES. AAP support is referred to as CARDING.

The AAP offers three types of financial support to eligible athletes:

- Living and training allowance;
- Tuition and deferred tuition support; and
- Special-needs assistance.

#### Living and Training Allowance

Athletes approved for the Sport Canada AAP funding are eligible for a living and training allowance. This allowance is usually paid in advance every other month. The allowance paid varies with the athlete's carding status:

<i>Carding Status</i>	<i>Monthly Allowance</i>
SENIOR CARD	\$1,500
DEVELOPMENT CARD	\$900

Click [here](#) for carding criteria.

Click [here](#) for carding levels.



## Tuition or Deferred Tuition

The Athlete Assistance Program tuition support is intended to help athletes obtain a minimal post-secondary level education. The following policies apply to both tuition and deferred tuition support.

	Tuition	Deferred Tuition
<b>WHO is eligible?</b>	<ul style="list-style-type: none"> <li>Carded athletes attending College, CEGEP, Apprenticing or University while meeting high-performance training and competitive requirements</li> </ul>	<ul style="list-style-type: none"> <li>Athletes unable to attend post-secondary school full-time due to their involvement in sport</li> </ul>
<b>WHAT does it entail?</b>	<ul style="list-style-type: none"> <li>Athletes attending an eligible Canadian post-secondary institution are given vouchers to pay for their tuition</li> <li>This support is available for the period during which the athlete is carded.</li> </ul>	<ul style="list-style-type: none"> <li>The AAP automatically calculates deferred tuition credits for eligible carded athletes.</li> <li>To defer tuition credits, carded athletes must be eligible to attend school at the post-secondary level</li> <li>Athletes can use available deferred tuition credits once they have retired from sport or are no longer carded, provided the credits are accessed within five years of the last day of carding support.</li> </ul>
<b>PROCEDURE</b>	<ul style="list-style-type: none"> <li>Sport Canada provides tuition vouchers to the NSO</li> <li>NSO completes the appropriate part of the tuition voucher and provides the voucher to eligible carded athlete</li> <li>Athlete completes the appropriate part of the tuition voucher and submits it to the school</li> <li>School completes tuition voucher and either lists the courses being taken or attaches an official school registration form with a list of courses being taken</li> <li>School sends the AAP an invoice along with a copy of the completed tuition voucher and a breakdown of the incidental costs.</li> </ul>	<ul style="list-style-type: none"> <li>Athlete submits to the AAP a current official student transcript &amp; Deferred Tuition Form (available from NSO)</li> <li>The AAP reviews form and determines number of deferred tuition credits eligible and monetary value of these credits</li> <li>Athlete submits original of payment / official registration receipt to the AAP which indicates the breakdown of the fees paid</li> <li>The AAP reimburses athlete directly up to monetary value for which the athlete is eligible</li> </ul>
<b>SCHOOLS</b>	<ul style="list-style-type: none"> <li>Canadian public universities or colleges and/or other Sport Canada approved institutions</li> </ul>	<ul style="list-style-type: none"> <li>Canadian public universities or colleges and/or other Sport Canada approved institutions</li> </ul>
<b>PROGRAMS</b>	<ul style="list-style-type: none"> <li>Full-time or part-time degree, diploma, certificate programs</li> <li>Degree programs may be undergraduate, graduate, post-</li> </ul>	<ul style="list-style-type: none"> <li>First undergraduate degree (if athlete has not received previous assistance for undergrad), OR</li> <li>Graduate degree if athletes wish</li> </ul>



	<b>Tuition</b>	<b>Deferred Tuition</b>
	graduate or professional <ul style="list-style-type: none"> <li>Any credits leading to apprenticeships in trades or a legitimate degree (based on approval by Sport Canada).</li> </ul>	to train Full-Time during a pre-Olympic/Paralympic year.
<b>HOW MUCH?</b>	<ul style="list-style-type: none"> <li>Tuition fees will be supported as outlined in these policies: however, this support is limited to a maximum of \$10,000 annually.</li> </ul> <p><b>College/CEGEP/Apprenticeship</b></p> <ul style="list-style-type: none"> <li>4 full-time semesters or equivalent (unless standard program length exceeds 2 years)</li> </ul> <p><b>University undergraduate degree:</b></p> <ul style="list-style-type: none"> <li>Normally 8 full-time semesters or equivalent</li> </ul> <p><b>University graduate degree:</b></p> <ul style="list-style-type: none"> <li>Normally 4 full-time semesters or equivalent (unless the standard program length exceeds 2 years)</li> </ul> <p><b>University post-graduate degree:</b></p> <ul style="list-style-type: none"> <li>Normally 4 full-time semesters or equivalent (unless the standard program length exceeds 2 years)</li> </ul>	<ul style="list-style-type: none"> <li>The monetary value of a deferred tuition credit is established by the AAP and equals the average tuition cost of two full-time undergraduate semesters in the carding year for which the deferred tuition credit is awarded, divided by ten.</li> <li>Athletes are allowed to defer a maximum of 10 courses (2 full-time semesters) for each year they are carded and eligible to receive tuition support, up to a maximum of 40 deferred course credits.</li> </ul>

*\*Important Notes*

- Athletes who receive Academic Awards are still eligible to receive tuition assistance unless the award is designated specifically to offset full or partial tuition fees.
- The following incidental school costs, which may be included with tuition fees, are not supported by the AAP:
  - Medical fees, health fees, dental fees, bus passes, parking fees, interest charges, late fees, taxes (e.g. GST), textbooks, and any other fees that are optional to the student

**Special-Needs Assistance**

Generally, special-needs requests are considered only from athletes for whom AAP support is their primary or major source of income or for athletes who must relocate for sport purposes. Special-needs assistance is limited to a maximum of \$5,000 annually.

This does not include local transport, supplements/vitamins, equipment/clothing/food/rent, club fees, coaching expenses, medical/dental/physio/chiro; lost time expenses (this is covered by living / training allowance).

The following expenses are eligible for special-needs assistance:

*Child-care expenses*

- Child-care assistance is limited to a maximum of \$1,000 annually

*Relocation expenses*



- When both the NSO and the AAP have determined that a carded athlete must move to or from an approved single-sport National Team Training Centre, the AAP may assist in offsetting some of the relocation costs.
- The AAP will support only two moves during an athlete's career: either from home to the training centre or from the training centre to the athlete's home.
- Relocation assistance is generally limited to one-half of the actual transportation costs associated with relocation, to a maximum of \$500 per move.

#### *Retirement expenses*

- Athletes who have been carded for a minimum of three years may receive some support for their adjustment to retirement through a special-needs application.

#### *Procedure*

- Requests are sent to the NSO
- Athletes requesting special needs assistance for child-care or retirement expenses undergo an assessment of financial means:
  - A copy of Revenue Canada's Notice of Assessment from the most recent tax year, a written statement from athlete indicating the anticipated income and expenses for the next year, and the reason for special needs assistance.
- NSO assesses and verifies request
- The NSO forwards its recommendation regarding the request to the AAP Manager for approval.

The AAP Manager approves or denies the request for assistance. If the AAP Manager determines that the athlete can adequately support the special needs for which he or she is requesting support, the request for support will not be approved.

## **Who is Eligible for AAP Funding?**

### **Are you Eligible for AAP Funding?**

#### *Step 1*

Do you belong to an NSO which meets the SFAF minimum requirements eligibility criteria below?

The NSO must provide:

- Sanctioned Worlds or equivalent,
- Articulated National Team program,
- Year-round training principles,
- Formal monitoring of athletes,
- Formal process for national team selection, and
- Athlete / NSO agreement.

#### *Step 2*

Do you meet the criteria below?

- Athletes must be available to represent Canada in major international competitions, including World Championships, Olympic and Paralympic Games; must participate in preparatory and annual training programs; and must adhere to their Athlete/NSO Agreement.
- The athlete must be a CANADIAN CITIZEN OR PERMANENT RESIDENT OF CANADA at the beginning of the carding cycle for which he or she is being nominated, and the athlete shall have been resident in Canada for a minimum period of one year before being considered for AAP support.



- The athlete must be eligible to represent Canada at major international events, including World Championships, at the beginning of the carding cycle for which he or she is being nominated.
- Athletes must meet the carding criteria as a member of a Canadian team and represent Canada at international events or in a domestic event or events sanctioned by the NSO for such purposes.
- For athletes in Olympic or Paralympic sports who have been a permanent resident of Canada for three years, continued eligibility to receive AAP support is contingent on the athlete becoming eligible to represent Canada at the Olympic or Paralympic Games.

**If you answered yes to both of the questions above please see your NSO about the carding process.**

Click [here](#) to learn more about the AAP carding process.

## Other Eligibility Considerations

Athlete is...	Please note....	Situations where carding may be considered
A permanent resident outside of Canada	Normally, full-time permanent resident outside of Canada WILL NOT be considered.	Athlete competing within the Canadian Sport System OR representing Canada internationally.
Attending a foreign post secondary school	Athletes receiving scholarships from their foreign institution will not be eligible for funding while at school.	Upon involvement with a National Team (during training and at competitions) and while NOT attending school (i.e. summer months).
Under the age of 18	Athlete must have a legal guardian sign the AAP application.	
NOT carded, but selected to a Canadian Olympic/Paralympic Team		Athlete will be carded for four months before the Olympic/Paralympic Games.
Competes in a sport NOT funded by Sport Canada	As a general rule, the AAP is limited to NSOs that fall under the SFAF.	Athlete meets international criteria for SR at World Championships or Olympics/Paralympic Games, meets all other eligibility criteria for athletes, and the athlete's NSO meets all AAP NSO eligibility requirements.



Athlete is...	Please note....	Situations where carding may be considered
Competing in an Olympic/Paralympic Sport with no women's event		No physiologically comparable events for women on the Olympic program, athlete meets requirements for SR, and sport meets all AAP NSO eligibility requirements.

## Carding

Athletes who are approved for funding and are financially supported through the AAP are referred to as CARDED ATHLETES. AAP support is referred to as CARDING.

### Carding Process

- Sport Canada approves eligible NSOs for funding.
- Sport Canada allocates cards to eligible NSOs.
- NSOs develop sport-specific carding criteria athletes must meet to be nominated for AAP support.
- NSOs nominate or re-nominate eligible athlete for AAP support at a given level.
- Sport Canada reviews and approves nominations based on the sport-specific carding criteria and AAP policies.
- Athletes complete the AAP Application Form provided by their NSO and sign an Athlete/NSO Agreement.
- Athletes approved for carding receive financial benefits.

### Carding Levels

There are three kinds of cards in the AAP:

- Senior International Cards (SR1 and SR2 cards)
- Senior National Cards (SR and C1 cards)
- Development Cards

#### General Carding Criteria

- Senior Cards are awarded on the basis of 1) international criteria and 2) national criteria.
- Development Cards are awarded on the basis of 1) sport-specific criteria and 2) training centre criteria.
- There are special considerations for team sports.
- Carding cycles are *usually* 12 months long.

For individual carding criteria click [here](#).

For team carding criteria click [here](#).

## Carding Criteria - Individual Sports

Carding Level	Targets Athletes who....	Criteria	Length of Carded Status
<b>SR1 &amp; SR2</b>	<ul style="list-style-type: none"> <li>Athletes meeting international criteria or based on maintenance criteria (NSO specific).</li> </ul>	<ul style="list-style-type: none"> <li>International (top 8 at Olympic / Paralympic / Worlds - 1 entry, top 12 - 2 entries, top 16 - 3 entries, and finish in top half of field.</li> <li>International - in sports where there's no major event each year, criteria will be based on performance (one year basis ONLY).</li> </ul>	<p>International:</p> <ul style="list-style-type: none"> <li>2 years (contingent upon re-nomination by NSO).</li> <li>Can be retroactive if SR performance achieved within 6 months of the beginning of carding cycle.</li> </ul> <p>National:</p> <ul style="list-style-type: none"> <li>1 year (based on involvement with National Team)</li> <li>Reviewed annually towards progression to International criteria.</li> </ul>
<b>C-1 Probationary Card</b>	<ul style="list-style-type: none"> <li>Athletes meeting national criteria for the first time.</li> </ul>	<ul style="list-style-type: none"> <li>International (top 8 at Olympic / Paralympic / Worlds - 1 entry, top 12 - 2 entries, top 16 - 3 entries, and finish in top half of field.</li> <li>International - in sports where there's no major event each year, criteria will be based on performance (one year basis ONLY).</li> </ul>	<ul style="list-style-type: none"> <li>1 year or less</li> <li>Foreign scholarship athletes: status waived if athlete returns to Canada (returning to SR status)</li> </ul>
<b>Development Cards</b>	<ul style="list-style-type: none"> <li>Clearly demonstrate potential to achieve Senior Carded status</li> <li>Needs are not met by club /</li> </ul>	<ul style="list-style-type: none"> <li>International (top 8, top third of the field at Jr. Worlds, record international / national success, dominant domestic results</li> </ul>	<ul style="list-style-type: none"> <li>Good for one year or less, then up to 3 years once initial criteria is met and based on progress (physical / technical) and international and national results.</li> </ul>

	provincial programs	<p>or national champion)</p> <ul style="list-style-type: none"> <li>• Sport Specific (NSO negotiated)</li> <li>• Commitment to Sport Canada / NSO approved Training Centre</li> <li>• Identified by National coach or NSO</li> <li>• Have annual training and competitive program designed, monitored and supervised by National coach / NSO</li> <li>• Must be a long term commitment from NSO and athlete.</li> </ul>	
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## Carding Criteria – Team Sports

Sport Canada and the NSO set the criteria for athletes playing team sports. International team sports criteria are based when athletes are paired with other Canadian athletes.

	National Senior Team	Below National Senior Team
	<ul style="list-style-type: none"> <li>based on team and individual performance</li> <li>SR based on national criteria, given to National team members who have not yet reached international criteria (C-1 given as well)</li> <li>partial funding is given to both SR and C-1 levels if full commitment is not possible OR funded when athlete is with team (if athlete plays outside of Canada which is case-by-case and monitored by the NSO)</li> <li>De-centralized (case-by-case monitored by the NSO) athletes eligible for the Development Card must commit to approved training appearances at major events.</li> </ul>	<ul style="list-style-type: none"> <li>Members of the National A training squad, Sport Canada supported Universiade, National B team, or Junior National Team (making a significant contribution to the sport program).</li> <li>Development cards are given assuming the NSO supervises training and delivers quality programming, with high intensity programs within the performance system.</li> </ul>
<b>Requirements</b>	Athlete is involved in significant periods of training and competition in the summer (duration and intensity determine monthly stipends or monthly stipends and tuition support along with the number of months supported).	
<b>Minimum Standards</b>	Full funding for 12 months (living / training allowance + tuition): athlete must participate in the summer program with the National Team; <ul style="list-style-type: none"> <li>minimum 60 days (there is reduced support with a minimum of 30 days)</li> <li>minimum of 4 hour practices daily</li> <li>minimum of 1 tournament or 4 matches in international competition</li> </ul> Training programs must be year round and supervised by the NSO with a monitoring plan.	
<b>Centralization</b>	Athlete may be eligible on a year round agreement to centralize at a training centre provided training centre criteria are met.	



## De-Carding

De-carding is the loss or refusal of a carded status. There are three methods of de-carding:

- Illness, Injury or Pregnancy,
- Voluntary Withdrawal by athlete
- Non-renewal / Withdrawal by Sport Canada.

### Illness, Injury or Pregnancy

The AAP has been carefully designed to handle exceptions to the 'normal' training and competition. AAP policy covers the following special situations related to illness, injury, or pregnancy.

- Short-term curtailment of training and competition for health-related reasons;
- Long-term curtailment of training and competition for health-related reasons;
- Failure to meet renewal criteria for health-related reasons;
- Voluntary withdrawal from carded-athlete training and competition for health-related reasons.

#### *Short-Term*

- Any amount of time away from training due to health related reasons for less than 4 months remains between athlete and the NSO as it does not fall under AAP policy

#### *Long-Term*

- An athlete who is unable to maintain full training and competition commitments for longer than 4 months will continue to receive 100% of the AAP financial support given they meet the following conditions:
  1. Athlete agrees to in writing to train or rehabilitate or both, under supervision of the NSO 1) for the time the athlete is unable to fulfill the commitments of the athlete / NSO agreement 2) at a level of minimal risk to the athlete.
  2. Athlete indicates intention in writing to return to high performance training and competition at the earliest possible date.
  3. Athlete must provide a positive prognosis from an NSO team physician for their return to training and competition at the carded-athlete level in their sport within 8 to 12 months.

At the end of a carding cycle during which an athlete has, for strictly health-related reasons, not achieved the standards required for the renewal of carded status, he or she may be considered for renomination for the upcoming carding period under the following conditions, provided the NSO has a method to rank and card injured, ill, or pregnant athletes.

- Athlete has fulfilled all reasonable training and rehabilitation requirements,
- NSO believes they were not able to attain standards due to injury, illness or pregnancy,
- NSO team physician has indicated that the athlete will achieve minimum standards for the upcoming carding cycle,
- Athlete demonstrates a long-term commitment to high performance training and competition goals as well as the intention to pursue high performance training and competition throughout the carding cycle.



## **Voluntary Withdrawal**

Athletes may withdraw voluntarily from the AAP. This may involve retiring permanently or temporarily, relinquishing the commitments of carding. Those wishing to withdraw voluntarily should express their wish to do so to their NSO.

Athletes who retire permanently in mid-season will be allowed two months of transitional AAP support past the date of their actual retirement to help them adjust to their post-athletic situation. This does not preclude the athlete applying for or receiving special-needs assistance or deferred tuition support.

Should an NSO fail to notify Sport Canada in a timely manner of an athlete's voluntary withdrawal and should this result in overpayment of AAP funds to that athlete, the NSO must facilitate the return of the overpaid funds to Sport Canada.

### *Procedure*

When the NSO becomes aware or is informed that an athlete wishes to voluntarily withdraw from the AAP, the following must occur:

- The NSO must advise its Sport Canada Program Officer and the AAP Manager *in writing* of the effective date of withdrawal.
- Any allowances previously paid to the athlete beyond the period of transitional support must be refunded by the athlete to Canada's Receiver General. It is the responsibility of the NSO to facilitate the return of these funds.

Before Sport Canada withdraws an athlete's AAP support because of an athlete's decision to voluntarily withdraw from the AAP, the following shall apply:

- The AAP Manager will request that the NSO provide written confirmation that the athlete concerned has voluntarily withdrawn from the AAP.
- Once this request is sent from the AAP Manager to the NSO, AAP financial benefits may be withheld pending final confirmation of the athlete's status.
- The AAP Manager will notify the athlete by registered mail that AAP support is being withdrawn following written notice from the NSO that the athlete has voluntarily withdrawn from the AAP. This letter gives the athlete 30 days from its receipt to make representations regarding why his or her carded status should not be withdrawn.

After this 30-day period is over *and* due consideration has been given to any representations made by or on behalf of the athlete, Sport Canada may withdraw the athlete's carded status or continue AAP support if it is determined that the athlete has not voluntarily withdrawn from the AAP.

## **Non-Renewal or Withdrawal by Sport Canada**

Athletes may have their carded status withdrawn under certain conditions, including the following:

- Failure to meet training or competitive commitments;
- Violation of the Athlete/NSO Agreement;
- The athlete's failure to meet responsibilities outlined in AAP policies;
- Gross breach of discipline;
- Investigation for cause; and
- Violations of anti-doping rules.

Failure to meet agreed-to training or competitive commitments may include:



- A decision by the athlete to live in an environment not conducive to high performance achievement;
- Any deliberate action by the athlete that significantly risks or limits performance; and
- An inability to meet the training and competition obligations outlined in the athlete's annual training/competitive plan or the Athlete/NSO Agreement for the particular carding cycle.

\*Failure to achieve preset performance objectives does not in itself establish failure to meet agreed-to training or competitive commitments.

**Note:** In many cases, the NSO may recommend that carded status be withdrawn. Sport Canada may also withdraw carded status without a recommendation from the NSO.

### *Process*

If an NSO wishes to recommend withdrawal of carded status for an alleged failure to meet agreed-to training and competitive commitments, the NSO must first comply with the following:

- Provide a verbal warning to the athlete, including the steps and timelines to remedy the situation and the consequences of a failure to heed the warning; and
- Where applicable, follow-up with a written warning to the athlete.

If the above steps are not successful in resolving the matter and the NSO still wishes to recommend withdrawal of carded status, the NSO must do the following:

- Provide written notification to the NSO's Sport Canada Program Officer and the AAP Manager, with a copy to the athlete, recommending withdrawal of the athlete's carded status. This written notification must:
  - Indicate the grounds on which the recommendation is being made;
  - Indicate the steps already taken to address the issue (verbal warning followed by formal letter of warning); and
  - Notify the athlete of his or her right to contest the NSO's recommendation to withdraw carded status through the NSO's internal appeal process within the prescribed time.

Following receipt of a written notification from an NSO recommending withdrawal of an athlete's carded status, the AAP Manager will:

- Advise the athlete by registered mail of receipt of the recommendation from the NSO;
- Enclose a copy of the recommendation in the letter to the athlete; and
- Advise the athlete to contact the NSO if the athlete wishes to appeal the NSO's recommendation for the withdrawal of his or her carded status.

Once the period for initiating an appeal has expired and the athlete has not filed an appeal, the NSO must advise the NSO's Sport Canada Program Officer and the AAP Manager of the following in writing, with a copy to the athlete:

- The athlete has not appealed the recommendation to withdraw his or her carded status.
- Sport Canada may make a decision on the NSO's recommendation to withdraw the athlete's carded status.

Pending the resolution of any appeal, Sport Canada will continue to provide the athlete with AAP allowances for two months after the NSO's initial notification recommending withdrawal of the athlete's carded status.



If an appeal process continues for more than two months, the athlete may request that Sport Canada continue AAP support on a monthly basis until the appeal is resolved. Sport Canada will consider representations from the athlete to continue AAP support pending resolution of the appeal, including the following:

- Representations that withdrawal of support could cause financial hardship that would prevent an athlete from training;
- Representations that there have been significant delays in the appeal process that were not caused by the athlete; or
- Any other matter that Sport Canada deems relevant to its determination.

Sport Canada may approve continued AAP funding subject to conditions.

The NSO will notify Sport Canada of the outcome of the appeal process and make a recommendation to Sport Canada that conforms to the final appeal decision. Sport Canada will then decide whether to accept or reject the NSO recommendation.

When Sport Canada considers the recommendation made by the NSO, it may:

- Accept its recommendation and withdraw carded status from the athlete for the remainder of the carding cycle. The effective date of withdrawal of carded status will be two (2) months following the original letter from the NSO recommending withdrawal of the athlete's carded status.
- Reject its recommendation altogether.
- Dismiss the recommendation but impose some lesser penalty.
- Make additional recommendations to either party if it believes some useful purpose might be served by doing so.

If Sport Canada decides to withdraw the athlete's carded status, the AAP Manager must notify the athlete of the decision and the reasons for it by registered mail.

The athlete may request a review of a Sport Canada decision to withdraw carded status by following appeal procedures.



## Section 2: Provincial/Territorial Sport Organizations

Each of the ten Provincial and three Territorial Governments play an important role in the development of the Canadian sport system. The funding program levels and areas of jurisdiction differ from province to province and from territory to territory, but in general, funding support at this level includes:

- Support to Provincial Sport Organizations
- Support to provincial-level Multi-Sport Service Organizations
- Support to athletes through a provincial carding system
- Support for facilities through community grants and infrastructure programs
- Provincial and regional multi-sport Games in some provinces and territories
- Provincial teams attending national age-group and senior championships
- Provincial teams attending Western Canada Games and Canada Summer and Winter Games

The provincial and territorial Ministries and Departments responsible for sport meet with the federal government on a regular basis. In 2002, the Federal, Provincial and Territorial Ministers for Sport adopted “The London Declaration” to serve as the foundation for developing a comprehensive strategy to foster, promote and ensure a fair and ethical sport environment. The Declaration describes the desired state of sport in Canada by 2012 resulting from the implementation of initiatives over a 10-year period.

**Provincial/Territorial Sport Organizations (P/TSO)** provide support, direction and leadership to member organizations, such as Basketball Ontario and Field Hockey BC. Their goal is to promote sport and its’ benefits, encouraging the public to get involved in organized sport. Provincial/Territorial Sport Organizations receive their funding through corporate sponsors, funding partners, and grants. There are financial assistance programs available to athletes, which are listed on each of the P/TSO’s websites.

Member organizations are called Provincial/Territorial Sport Governing Bodies (P/TSGB). P/TSGBs are responsible for developing, promoting and regulating the playing and officiating of their sport. In other words, they are responsible for the overall development of sport from U10 to U19. To find a list of P/TSGBs visit your P/TSO’s website.

Click [here](#) for list of Provincial/Territorial Sport Organizations websites.



## Section 3: Multi-Sport Service Organizations

A Multi-Sport Organization (MSO) is responsible for many different sports and while not responsible for the governance of these sports, MSOs usually oversee the implementation of athlete development, support and/or a multi-sport Games event.

### Who are Canada's Multi-Sport Service Organizations?

#### **AthletesCAN**

AthletesCAN, the association of Canada's national team athletes, is the only fully independent and most inclusive athlete organization in the country and the first organization of its kind in the world. As the collective voice of Canadian national team athletes, AthletesCAN ensures an athlete centered sport system by developing athlete leaders who influence sport policy and, as role models, inspire a strong sport culture.

#### **Mission**

As the collective voice for Canada's national team athletes, we strive to ensure a fair, responsive and supportive sport system; provide valued programs and services to our members; and develop effective athlete leaders.

#### **Vision**

A Canadian sport system that empowers our athletes to achieve their full potential on the field of play and beyond.

#### **Values**

In contributing to a strong and vibrant Canadian sport system, AthletesCAN is committed to being an accountable and effective organization by promoting and living the following values in our work and through our actions:

**Advocacy:** We strive to ensure that the voices of our members are represented and rights respected.

**Community:** We encourage athlete social responsibility by providing athletes with opportunities to give back and strengthen their community.

**Excellence:** We support our members' quest for excellence on the field of play and beyond by working in collaboration with our partners.

**Leadership:** We develop athlete leaders, who lead by example, inspire others to excel and contribute to meaningful change where they live, work and play.

AthletesCAN provides a number of programs and services to Canada's national team athletes including but not limited to the following:

- Sport Solution
- Bell Athletes Connect
- Investors Group Amateur Athlete Fund
- Dale Carnegie – Effective Human Relations & Communications Course
- Enterprise Rent-A-Car & National Car Rental Discount Program
- Health & Dental Benefits Program (BBD & Etherington Generations)
- Sport Information Resource Centre (SIRC) Membership
- Purolator Inc. – Athlete & Partner Program



To learn more about the programs and services provided by AthletesCAN, click [here](#).

### **Canada Games Council (CGC)**

The Canada Games Council is the franchise holder for the Canada Games and Canada Games Movement. The Council is responsible for the on going management of the Canada Games and the development of the Canada Games Movement. The Canada Games play a key role in the development of Canada's next generation national and International champions. The Canada Games work to strengthen sport development, target next generation National and International champions and build national awareness of the Canada Games Movement. The Canada Games Council's Dreams and Champions initiatives are to Inspire Dreams in Canada's youth by encouraging them to participate in sport and physical activity and to Build Champions by providing the programs, tools and support young athletes need to reach and succeed at higher levels.

To learn more about the programs and services provided by the Canada Games Council, click [here](#).

### **Canadian Association for the Advancement of Women in Sport (CAAWS)**

In 1981, a group of 37 delegates from across the country, including athletes, educators, administrators, researchers, technical experts, public servants and women's groups' representatives, came together to discuss the pros and cons of having a national association as an advocate for women and girls in sport. After additional collaboration CAAWS was born. Within two years, CAAWS was working toward several objectives.

Currently, CAAWS focuses on leadership, participation, education, community and sport engagement for women and girls in sport. With this, they strive to enhance the presence of females at all levels as athletes, participants, leaders, officials, coaches and trainers. CAAWS presently has several programs that align with the goal of their founders, and their vision for the future.

To learn more about the programs and services provided by the Canadian Association for the Advancement of Women in Sport, click [here](#).

### **Canadian Centre for Ethics in Sport (CCES)**

The Canadian Centre for Ethics in Sport serves to elevate the conscience of sport in Canada. They work for, and on behalf of athletes, players, coaches, parents, officials and administrators. The CCES operates at the intersection of individual values, the shared values of society and the values of sport. They serve as a strong voice in the dialogue regarding ethics in Canadian sport and through three strategic forces we activate, advocate and protect.

The CCES performs the following activities on a day to day basis:

- Administer Canada's doping control program, including the certification of Doping Control Officers
- Host forums on ethics and doping
- Work with other national and international organizations to achieve fair and ethical sport
- Research
- Undertake initiatives to ensure that sport makes a positive contribution to Canadian society, our athletes and physical and moral development of Canada's youth



For more information on doping, whereabouts and more, check out the [CCES Athlete Zone](#).

## **Canadian Olympic Committee (COC)**

First recognized by the International Olympic Committee in 1907, the Canadian Olympic Committee (COC) has evolved into a multi-faceted sport organization providing financial support, services and leadership to the Canadian amateur high performance sport community. The COC is a national, private, not-for-profit corporation and the largest private sector funder of high performance sport in Canada.

The COC is responsible for all aspects of Canada's involvement in the Olympic Movement, including:

- Canada's participation in the Olympic, Pan American and Youth Olympic Games
- Managing a wide variety of cultural and educational programs promoting Olympic values in Canada
- Additional grass-roots programs to help communities develop and promote the Olympic values to all participants
- The selection of, and support for Canadian cities bidding to host summer and winter Olympic Games and Pan American Games

As an organization, the COC is striving to make Canada a world leader in sport. They have developed several programs to assist athletes in reaching podium success and furthermore spread the Olympic values nation wide. Programs include the following:

- **Athlete Excellence Fund-** This program provides Canadian athletes with performance awards of \$20,000, \$15,000, and \$10,000 for winning Olympic gold, silver and bronze medal, respectively. As both a support and reward program, the fund also provides \$5,000 during non-Olympic years.
- **Canadian Amateur Sport Network-** The COC still awaits approval of the application submitted Dec. 3, 2007, requesting a license for a French and English sports network. The network will focus solely on amateur sport; broadcasting regional, national, and international events of Olympic and non-Olympic sport 24 hours a day.
- **Canadian Olympic Golf Tournament-** This annual fundraiser, debuting in 2002, raises funds for Canada's high performance athletes. This tournament holds great significance in creating Olympic ambitions among athletes and establishing this country as one of the world's top Olympic nations.
- **Canadian Olympic Hall of Fame-** The COC honours those who have impacted the Olympic Movement in Canada. Induction in the hall of fame recognizes the accomplishment of Canada's most respected Olympics athletes, coaches and builders.
- **Canadian Olympic House-** This serves as the primary site for the COC and its partners at the Games. With the inviting atmosphere the house has to offer, it provides a meeting place for Canadian Olympic athletes, coaches, support staff, mission team, family, friends, and sponsors at the respective games.
- **Canadian Olympic School Program-** The COC executes this program with the goal of inspiring students to achieve their personal best. The program features values-based Olympian stories at varying grade levels, and financial literacy math based lessons. Since developing, thousands of children have participated in this program.
- **Family and Friends-** Family and friends of Canadian Olympians competing at an Olympic Game are offered services and resources. The COC takes the lead in hosting family and friends at the Games, and allows athletes to focus solely on their performance.



- **International Olympic Academy-** The aim of the IOA is to create an international cultural centre in Olympia that fosters the Olympic Spirit. Additionally, the academy provides an outlet to study and engage in the social and education principles of Olympism.
- **Olympians Canada-** As a non-profit organization, Olympians Canada provides assistance in connecting or reuniting Canadian Olympians with one another all across the country. The organization exudes the vision of 'Olympism' as a way of life, and within this, they aim to teach and educate Olympians about their role model status and the contribution that they can make in the sporting community.
- **Olympic Excellence Series-** The goal of the OES is to prepare athletes and staff for podium success. Athletes and staff are provided with practical strategies for upcoming Games. Beginning in 2005, the OES brings potential medalist together with high profile successful Olympians and guest speakers for an inspirational weekend; creating motivation and team building amongst the athletes.
- **Olympic Voice-** This program assists in the professional development of Canadian athletes and promotion of Olympians and the Olympic movement. The Olympic Voice coordinates appearances of Olympic athletes and hopefuls.

To learn more about the programs and services provided by the Canadian Olympic Committee, click [here](#).

### **Canadian Paralympic Committee (CPC)**

The Canadian Paralympic Committee (CPC) governs Canada's participation in the summer and winter Paralympic Games, as well as the Parapan American Games. The CPC aims to become the leader in the development of a sustainable Paralympic sport system for Canada; ultimately striving to reach the podium at Paralympic Games. In addition, the CPC promotes their athletes' success to inspire all Canadians with a disability to get involved in some form of sport.

With sport, athlete focus, excellence, equity and leadership at the forefront of the organization's beliefs, the CPC has established the following programs catering to these beliefs:

- **Alumni Program-** Alumni and active Paralympic athletes are given the opportunity to share and celebrate their sporting accomplishments together through this program.
- **Athlete Career Programme-** Using a two-track approach: Career Development and Job Placement, CPC supports Paralympic athletes with employment opportunities.
- **Changing Minds, Changing Lives-** This program aims to educate healthcare professionals, students, community groups, and others who may hold responsibility in influencing persons with disabilities on the benefits of sport and ways to get them involved.
- **It's the Real Deal: The Petro-Canada Paralympic Schools Program-** This free on-line educational resource is designed to help students from grades 4 to 9 learn about the Paralympic Movement and true Canadian sport heroes. In addition, this program helps instill a positive perception of people with a physical disability amongst the school-aged population.
- **Paralympic Heroes-** Paralympic athletes and members of the Paralympic family are matched with speaking opportunities (paid and volunteer). Presentations are conducted at public, government, corporate, and school events. These presentations provide opportunities for increased awareness and recognition of Paralympic athletes.

To learn more about the programs and services provided by the Canadian Paralympic Committee, click [here](#).

### **Commonwealth Games Canada (CGC)**



Commonwealth Games Canada (CGC) occupies the role as the Canadian representative of the Commonwealth Games and an advocate for the Commonwealth Movement in Canada. By doing so, the CGC maintains their commitment to strengthen sport throughout Canada and the Commonwealth. CGC is influential in its practice and respected across the nation for its value-based and athlete centered policy and decision-making. CGC operates with a two-fold focus: development through sport and development of sport, and doing so simultaneously.

International development through sport is a cornerstone program of the association. In 1991, Commonwealth member country Presidents and Prime Ministers acknowledged the unique role of sport in fostering the Commonwealth value, eliminating poverty and promoting people-centered development. They called on member countries to recognize the importance of sport as a vehicle for development. The CGC responded to this call by launching the International Development through Sport (IDS) unit in 1993 with the cooperation of the Government of Canada. Today, IDS works with over 20 countries helping thousands of people in Africa and the Caribbean. IDS builds a sport system within areas of need to stimulate the development of communities.

In addition, CGC offers internship programs that allow individuals to gain both work and life experiences. They provide an opportunity for individuals to witness first hand, the power of sport and the change that can become through this integration.

To learn more about the programs and services provided by the Commonwealth Games Canada, click [here](#).

## **Sport Dispute Resolution Centre of Canada (SDRCC)**

The Sport Dispute Resolution Centre of Canada was established to address the need to offer the Canadian sport community tools to prevent conflicts and, when they are inevitable, to resolve them including team selection, carding, doping and discipline.

SDRCC is about education and prevention. It's about providing tools and guidance to help resolve minor disputes quickly and informally. They are proactive, reaching out to key players in the sport community to minimize the need for our other core business line: arbitration and mediation. Athletes may appeal to the SDRCC after the NSO appeal process.

Their main goals include:

- To ensure access to independent, alternative dispute resolution (ADR) solutions for all participants in the Canadian sport system at the national level;
- To strengthen the transparency and accountability of the national sport system and national sports organizations by clarifying their responsibilities to athletes, coaches and other stakeholders
- To ensure that independent alternative dispute resolution (ADR) processes are equitable for all;
- To offer a low-cost mechanism throughout Canada in both official languages.

To learn more about the programs and services provided by the SDRCC, click [here](#).

## **Coaching Association of Canada (CAC)**



The Coaching Association of Canada (CAC) is recognized as a world leader in the development of coach education and training. The CAC is committed to serving the needs of Canada's coaches and strengthening Canada's sport system. The CAC operates in accordance to the idea that in order to enhance the sporting experience for athletes, the quality of coaching must be of the utmost importance. CAC believes that coaching is the primary influence on the quality of a participant's sport experience.

To learn more about the programs and services provided by CAC, click [here](#).

### **Coaches of Canada**

Coaches of Canada represents coaching as profession in Canada. This organization is focused on the advancement of the profession as a self-regulated practice and increasing the amount of licensed coaches that exist across Canada. Ultimately, Coaches of Canada is striving for a sport system that is coach-led and athlete focused.

To learn more about the programs and services provided by Coaches of Canada, click [here](#).

## **Other Organizations That Impact Athletes**

### **True Sport Foundation**

The True Sport Foundation, formerly known as the Spirit of Sport Foundation, is an independent, national, charitable organization that works to ensure that sport makes a positive contribution to Canadian society, our athletes and the physical and moral development of Canada's youth. The True Sport Foundation has evolved over the last decade to what it is today from its initial campaign of promoting drug-free sport. The focus of the Foundation, as the leader of the True Sport Movement, is providing a safe, welcoming, and rewarding environment for all participants, at all levels of sport. Additionally, the Foundation puts efforts towards Canada's youth, by ensuring that sport acts as a facilitator of athletic and moral development.

Sport leaders of True Sport Foundation participate in the following activities:

- Incubate innovation: Develop new ideas and initiatives that promote values-driven sport, and better fulfill the contribution of sport with respect to societal objectives.
- Framing sport as public asset: Create partnerships and provide a common place for sport as a public asset nationally.
- Funds operations: Receipt and disbursement of financial resource for specific purposes within the True Sport Movement.
- Celebrating value's driven sport: Showcase values-driven sport to the nation, specifically through events such as the Canadian Sport Awards and the Canadian Sport Week.

Current programs include the following:

- **Canadian Sport Awards-** The awards honour the achievements of Canada's amateur athletes, coaches, volunteers, sport leaders and the corporations that support them. While paying tribute to the country finest athletes, the awards also promote sport excellence across Canada. Awards presented include the following: Male and Female Athletes of the Year, Junior Athlete of the Year, Team of the Year, Partners of the Year, Athlete Leadership, Volunteer Achievement, Leadership in Sport, Corporate Excellence Award, and the Spirit of Sport Story of the Year Award.
- **Canadian Sport Week-** Launched in the fall of 2011, this program was developed by organizations wishing to raise awareness of the contribution sport makes in Canadian



- society. The goal of the program is to conduct a weeklong celebration that engages Canada province wide.
- **Body Sense-** The True Sport Foundation has partnered with the BODYSENSE initiative on an intervention program that promotes positive body image in athletes, with the goal of preventing eating disorders.
  - **Bursaries-** The Foundation manages two athlete bursaries:
    - Team Investors Groups Amateur Athletes Fund presented by Athletes CAN
    - The Stacey Levitt Women and Sport Scholarship presented by CAAWS
  - **Tariff Relief Program-** The Tariff Relief program provides tariff relief to national and provincial team athletes on equipment used for competition and training purposes. Since 1995, the program is has been managed by the Canada Games Council (CGC) on behalf of the Foundation.

To learn more about the programs and services provided by the True Sport Foundation, click [here](#).

### **Sport Matters Group**

The Sport Matters Group is a voluntary group of individuals who have come together to talk about the important contribution that sport makes to society and to collaborate for the advancement of both sport and public policy. SMG provides an environment that encourages our leaders to address the current issues involving sport systems governments and the public, as a team through innovative solutions. Sport Matters has actively worked with sport partners on the Canadian Sport Policy, the new Sport and Physical Activity Act, and towards increasing the resources available for sport in Canada.

To learn more about the programs and services provided by Motivate Canada, click [here](#).

### **Motivate Canada**

Motivate Canada operates as a charitable organization, putting the development of the nation's youth as their sole focus. Motivate Canada strives to harness youth as leaders and encourage civic engagement, social entrepreneurship and social inclusion. With Motivate Canada, youth are developed as roles modules that elude confidence, self-worth and social and vocation competence.

The framework of the organization follows youth development according to the 6 C's of a well-developed youth (Positive Youth Development Model, by Richard Lerner and Peter Benson). Each program focuses on confidence, competence, connection, character, caring and contribution. As part of their program offering, Motivate Canada operates the Esteem Team which strives to inspire and activate the youth of today. Together Olympic, Paralympic and national athletes travel to schools to encourage active youth and promote goal setting and attainment. The team of athletes, professionally trained public speakers, intended to inspire, educate, promote health and lifetime activity.

To learn more about the programs and services provided by Motivate Canada, click [here](#).

### **Canadian Athletes Now Fund**

Canadian Athletes Now Fund (CAN Fund) is a not-for-profit organization whose sole purpose is to raise both funds and awareness for Canadian athletes. Athletes have the opportunity to receive



funding twice a year through an application process. Funds range from \$6,000 to \$12,000/year for each application.

CAN Fund's signature program, 'See You In Fund', has raised more than \$11 million, since 1997, to assist hundreds of athletes in fulfilling their dreams of competing for Canada at an international winter or summer games. Monies donated to the Fund are put directly into the hands of Canadian athletes to support their training, coaching, nutrition and living expenses in preparation for international competition.

To learn more about the programs and services provided by the Canadian Athletes Now Fund, click [here](#).

### **Athletes International**

Athletes International is an organization that, "supports the Dream and shares the Pride" of Canadian athletes. Athletes International is a marketing organization supporting the Canadian sports community with best prices and excellent, specialized service for travel to any destination. Combining the buying power of all sports helps Athletes International to negotiate special advantages. Currently Athletes International already works with several national sport organization, individual athletes and coaches to assist with their travel needs.

To learn more about the programs and services provided by Athletes International, click [here](#).

## **Canadian Sport Centres**

There are eight Canadian Sport Centres (CSC) at the present time, located in Victoria, Vancouver, Calgary, Regina, Winnipeg, Toronto, Montreal and Halifax. The Centres partner with sports and other service providers to provide additional support to the high performance sport system. An NSO may centralize their national team within a CSC's region to take advantage of a wide variety of athlete and coaching services, or arrange to have their athletes access the athlete service and training services within their home region as individuals. Founding partners at each of the CSCs include Sport Canada, the Canadian Olympic Committee, the Coaching Association of Canada and the applicable provincial government. Centres may have additional sponsors and supporters.

The CSC's are designed to give athletes a physical, psychological and competitive edge. The business is approached from the athletes' and coaches' perspectives, building on a highly successful training environment to provide athletes with the tools to thrive, both competitively and personally. The CSC's also offer athletes a variety of workshops and services to support their acquisition of life skills and to enhance their holistic well being in the pursuit of balanced excellence during their sport career.

Each Centre offers a variety of services for athletes and coaches. Click [here](#) for CSC websites and service delivery areas.

## Section 4: National Sport Organizations

A National Sport Organization (NSO) sometimes referred to as a National Sport Federation, NSF, is the national governing body for a given sport in Canada. Its members include Provincial Sport Organizations and high performance athletes within their programs. Currently, the majority of NSOs are professionally managed organizations but there are still some run primarily by devoted volunteers off the corner of their kitchen tables.

Click [here](#) for a list of Canadian NSO websites.

### What does an NSO DO?

#### Within the High Performance Program

The NSO manages the high performance program for their respective sports. This program revolves around the National Teams and includes all aspects of management, coaching, hiring, team selection.

More specifically, NSOs manage the following activities:

- Hiring coaching staff
- Supervising and monitoring activities of High Performance Program Staff
- Selecting athletes to the National Team(s)
- Selecting athletes for major international events and [multi-sport games](#),
- Negotiating with other sport organizations for support
- Nominating athletes, then negotiating with Sport Canada for Athlete Assistance Program funding\*
- Communicating with other national and multi-sport service organizations on issues relating to their athletes (such as provision of team lists to Canadian Sport Centres)
- Dealing with any athlete appeals regarding selection, carding or other sport specific issues
- The purchase and provision of insurance coverage for its high performance athletes and coaching staff
- Creating, distributing and athlete signing of an Athlete Agreement
- Creating and providing team selection criteria to athletes in a timely manner

\*Click [here](#) for Sport Canada's list of athletes and sports currently eligible for AAP funding.

In general, an NSO in Canada serves and provides the following functions:

- Governs all aspects of a sport within the country
- Oversees the activities of and sets policy for its membership (may be Provincial Sport Organizations, individual athletes, coaches or others)
- Selects members for and manages the National Team(s) (High Performance Programs)
- Sanctions national level competitions/tournaments
- Operates national competitions and Canadian major international events



- Implements nation-wide initiatives to further develop and promote the sport
- Provides professional development for coaches and officials within their sport
- Represents Canada and the sport's national interests to the International Sport Federation (ISF)
- Provides a link between the ISF and their members
- Establishes policies that cover the actions of the NSO
- Manages marketing and sponsorship activities for the sport
- Puts forward bids to host major international competitions/tournaments; supports hosting opportunities

Athletes should know that all decisions regarding athletes (team selection, Sport Canada funding) made by the NSO must be supported by policies that are public domain. Athletes can request these policies and should be familiar with the protocols.

NSO responsibilities can often be found by looking at:

- The NSO's constitution (often found on the NSO website)
- The Athlete Agreement signed by both the NSO and the athlete
- The selection criteria provided by the NSO

## Appeal Process

### Dealing with Decisions made by your NSO

Decisions that affect the competitive opportunities and future of Canada's high performance athletes are made a number of times each year. Every time a team is selected, someone is cut. Every time a carding list is announced, someone is not included. It is critical that every NSO has fair and defined policies and procedures for team selection, carding, representation to committees, marketing and fundraising opportunities, discipline and other situations that may direct or limit support to athletes.

If an athlete is not happy with a decision that has been made by their NSO, and believes they have grounds to file an appeal, they may want or need advice on how to proceed. The procedures for filing an appeal, including timelines, required content and appropriate personnel to whom appeals must be directed, should all be in the NSO's appeal policy.

### How to proceed with an appeal

- Check your [NSO's Website](#) or ask your High Performance Director for this information.
- Click [here](#) for more information regarding the appeal process.

If you are not able to find the information you desire, please contact [Sport Solution](#), a not-for-profit program offered through AthletesCAN to help Canada's high performance athletes resolve sport related legal issues affecting their performance including but not limited to preparation for appeals and arbitration; the Athlete Agreement; and representation at various stages of sport dispute resolution within the sport system. The service is available free of charge to all members of AthletesCAN.

Sport Solution has developed and compiled a number of resources that can help you better understand the process and your situation. These documents are meant to serve as tools, templates and tips to help you research and prepare your sport-related issue; however, consulting with the Sport Solution is still strongly encouraged.



Click [here](#) for Sport Solution Resources regarding a wide variety of sport related issues.

## **Athlete/NSO Agreement**

National Sport Organizations require their high performance athletes to enter into an Athlete Agreement between the NSO and the athlete. The Agreement outlines the obligations of both parties and the procedure to be followed if those obligations are not met (while specifying the time period during which the agreement is in effect).

### **Athlete Agreement Content**

Optimally, the agreement will be a collaboration between the athletes and the NSO. The Athletes' Council or a group of experienced athletes should review the content before it is finalized annually. The agreement exists to protect both the athletes and the sport organization, and it must be fair, unbiased and reasonable for both parties. Every athlete should read the agreement before signing it and understand their own obligations and the responsibilities and obligations of the NSO.

Click [here](#) to view an Athlete Agreement template.

An Athlete Agreement should include (but is not limited to) the following:

#### **NSO Obligations**

- Team Selection
  - Notifying athletes about selection criteria in a timely manner
  - Withdrawal of selection privilege
- Athlete Development
- Athlete Eligibility
- Funding Assistance
  - AAP – Carding Nominations
  - Other funding support outlined in the agreement
- Athlete/Team Uniforms
- Athlete Representative(s)
- Communication with Athletes

#### **Athlete Obligations**

- Training program submission and adherence
- Participation in monitoring programs, designated training camps, competitions and special events
- Adherence to national and international anti-doping policies and codes, including consent to drug control testing
- Adherence to NSO Bylaws and policies, including Codes of Conduct
- Payment of any national team fees or charges
- Communication with coaches and NSO re: injuries, illness or other problems or conflicts that prevent or limit training, competition or participation

#### **Joint Obligations**

- Marketing, fundraising and sponsorship
- Disciplinary Policies and Procedures
  - Expectations of behavior
  - Definition of minor and major infractions and penalty options for same



- Breach of Agreement by Either party
  - Appeal procedure
- Reference to Other Policies Pertinent for Both Parties
  - Harassment Policy

**Please note:** If specific criteria or expectations are not in the body of the athlete agreement or attached in the appendices, then the agreement must reference the specific applicable document, source and distribution (i.e. Code of Conduct, Selection Criteria for pertinent camps and/or competitions).

### **Additional Mandatory Content: Sport Canada**

- The agreement's duration (not to exceed one carding year).
- Specific Sport Canada and NSO policies the carded athlete must abide by, including the following;
  - The Canadian Policy Against Doping in Sport;
  - The Canadian Anti-Doping Program;
  - The NSO's anti-doping policy;
  - AAP policies and procedures; and
  - Federal government sport policy regarding competitions where participation is not permitted.
- Details, if applicable, of the carded athlete's trust fund
- Lead time for the publication of selection criteria (i.e. how far ahead of the next carding cycle the selection criteria will be published)

### **How does this effect Sport Canada's AAP funding?**

To receive AAP funding, the agreement must be signed at least two months after the start of each carding cycle. If an athlete and NSO cannot agree on terms, their funding will not be withheld if athlete agrees with all of the Sport Canada terms. Sport Canada will work with the NSO in order to create an acceptable agreement that is suitable for both athlete and NSO. For more information, visit your [NSO website](#).

To learn more about the Sport Canada Athlete Assistance Program, click [here](#).

For more information on Athlete Agreements, click [here](#).

## **Athlete Rights**

### **What Rights Do Athletes Have?**

There are a number of factors that determine what rights and obligations athletes have in the sport system. First of all, athletes have the same general rights as any other citizen. On the other hand, inclusion on a team may dictate behavioral expectations or limit some individual decisions for the overall benefit of the team.

Sport organizations are governed by both external and internal law. External laws are federal or provincial statutes, case law and legislation. The internal laws are the Bylaws, Policies & Procedures AND Rules & Regulations of the NSO.

The rights of athletes fall into two categories.



- **Substantive rights** include such things as equality, access and linguistic rights. The primary sources of substantive rights are the Canadian Charter of Rights and Freedoms and Human Rights legislation. In most private organizations, the Constitution & Bylaws and the Policies & Procedures provide the substantive rights and privileges of membership.
- **Procedural rights** are derived from the same sources as substantive rights. Procedural rights determine the ways in which substantive rights are granted or withdrawn. Every sport organization is required to ensure **procedural fairness** in all of its dealings with members.

### **What are the principles of procedural fairness?**

- The applicable decision has to be made by a person or body with the authority or jurisdiction to make that decision. That information should be in the Bylaws or a committee's terms of reference or a job description.
- The procedure used to make the decision has to be fair.
  - The athlete must know the standard or criterion that has been used or applied. (i.e.: selection criteria, code of conduct)
  - The athlete must have an opportunity to present their case at a hearing, with appropriate notice of the hearing being given.
  - The athlete must have an opportunity to respond to the decision made at a hearing through an appeal process.
- The procedure must ensure that there is no bias on the part of the decision-makers.
  - Appeal Committee members cannot have been involved with any aspect of the original decision for which an appeal is being filed.
  - The people making a decision cannot have any direct or indirect interest in the outcome.
  - The people making a decision cannot have an attitudinal bias.

Click [here](#) for more information on Procedural Fairness.

Bodies such as the **Sport Dispute Resolution Centre of Canada**, the International Court of Arbitration for Sport or a judicial review through the Law Courts will usually not occur until or unless the athlete has gone through all internal opportunities for appeal within the sport organizations.

*The information above has been compiled from an excellent resource that you may want to purchase: "Rights and Obligations; A Handbook for Athletes and Sport Organizations", by Corbett and Findlay.*



## Section 5: International Sport Organizations

Your NSO is a member of an International Sport Federation (ISF). Each ISF's individual website will have specific information about its structure, programs, priorities and values. In general, and within the parameters of the individual sport's jurisdiction, each ISF officially acknowledges only one national organization for that sport per country. The ISF governs the sport and/or multi-disciplines internationally, including the development of competitive rules and regulations for the sport. They are also involved in the management of sport-specific events during multi-sport Games; manage the organization of sport-specific world championships or events; and liaise on behalf of the sport with organizations such as the World Anti-Doping Agency. In addition, ISFs supervise the development of athletes within their sports at every level, and govern the promotion and development at the international level.

To find your ISF, click [here](#).

### International Olympic Committee

The International Olympic Committee (IOC) was founded in 1894 by Baron Pierre de Coubertin who was inspired to revive the Olympic Games of the Greek antiquity. The IOC is an international non-governmental non-profit organization and the umbrella organization for the Olympic Movement. It owns all rights to the Olympic symbols, flag, motto, anthem and Olympic Games. The primary responsibility of the IOC is to supervise the organization of both the summer and winter Olympic Games. In addition to the organization of the Games, the IOC strongly encourages, by appropriate means, the promotion of women in sport, ethical standards and athlete rights.

The IOC operations with four dimensions:

- Making the games come true; an organizing committee for each Games.
- Bringing Olympic Values to life; Olympism as a way of life.
- Supporting sport worldwide.
- Leading the Olympic movement; governance of all the Games.

The IOC is composed of a maximum of 115 co-opted members; members meet in Session at least once a year. The Session elects a President for a term of eight years (renewable once for four years), and Executive Board members for terms of four years.

By retaining all rights relating to the organization, marketing, broadcasting and reproduction of the Olympic Games, the IOC ensures the continuity of a unique and universal event. Broadcasting at the Game has been pivotal funding the Olympics Movement and Olympics Games; thus contributing to the growth of popularity globally, and the global representation and promotion of the Olympics Games and Olympic Values.

Current Canadian members on the IOC:

- Richard Pound (elected 1978) Montreal. (1960 Rome Olympics - Swimming).
- Rebecca Scott (elected 2006) Alberta. (1998, 2002, 2006 Olympics-Skiing).
- IOC Honorary member James Worrell of Canada was also an Olympian in 1936.



Upcoming Olympic Games include:

- [2012 London Summer Olympic Games](#)
- [2014 Sochi Winter Olympic Games](#)
- [2016 Rio Summer Olympics Games](#)

For more information on the International Olympic Committee, click [here](#).

## **International Paralympic Committee**

The word "Paralympic" is derived from the Greek preposition "para" ("beside" or "alongside") and the word "Olympics" (the Paralympics being the parallel games to the Olympics). The International Paralympic Committee (IPC) is the international representative organization of elite sports for athletes with disabilities. The IPC organizes, supervises and coordinates the Paralympic Games and other multi-disability competitions at an elite sports level, including world and regional championships (13 IPC sports regional and world championship events).

The IPC is an international non-profit organization formed and run by 170 National Paralympic Committees from five regions and four disability-specific international sports federations.

The Paralympic Games have always been held in the same year as the Olympic Games. Since the 1988 Seoul Summer Games and the 1992 Albertville Winter Games, they have also taken place at the same venues as the Olympic Games. In 2001, an agreement was signed between the IOC and the IPC confirming that the Paralympic Games would take place shortly after each Olympic Games in the same sporting venues and facilities. Since the Salt Lake 2002 Games, one organizing committee has been responsible for hosting both the Olympic and the Paralympic Games.

The history of the Paralympic Movement is relatively new and goes back to 1948, when Sir Ludwig Guttmann introduced the first Stoke Mandeville Games for World War II veterans with spinal cord related injuries. Later, other disability groups established international sports organizations to arrange sporting competitions. The six existing organizations are (all except CISS are members of the IPC):

- CP-ISRA: Cerebral Palsy International Sport and Recreation Association
- IBSA: International Blind Sports Association
- INAS-FID: International Sports Federation for Persons with Intellectual Disability
- IWAS: International Wheelchair and Amputee Sports Federation
- FEI: International Federation for Equestrian Sports

Upcoming Paralympic Games include:

- [2012 London Summer Paralympic Games](#)
- [2014 Sochi Winter Paralympic Games](#)
- [2016 Rio Summer Paralympic Games](#)

For more information on the International Paralympic Committee, click [here](#).

## **International Commonwealth Games Federation (CGF)**

The first Commonwealth Games were held in 1930 in Hamilton, Ontario and at the time, were known as the British Empire Games. With the nature of the Commonwealth, the Games are often referred to as the 'Friendly Games'. The overall goal of the work being done by the



Commonwealth Games Federation (CFG) is to develop and celebrate a 'unique, friendly, and world class Games'.

The Commonwealth Games are held every four years and the CGF is responsible for the management and organization of these Games. However, the continuing success of the Games has influenced the outreach of the Commonwealth and strengthened its bonds. Underlying every decision made by the CGF are three core values: humanity, equality and destiny. These values help inspire and unite millions of individuals and symbolize the mandate of the CGF within the Commonwealth nations. As source of improvement for the general wellbeing of the Commonwealth, the CGF has also piloted educational initiatives through sport development and physical recreation.

Canadians Bruce Robertson, Vice President (Swimming - 1972 Olympics & 1974 Commonwealth Games) and Suzanne Weckend-Dill, Athlete Representative as of 2011 (1994 Games in Victoria, BC in Swimming and 2006 Commonwealth Games in Melbourne, Australia in Triathlon) both sit on the CGF Executive.

Upcoming Commonwealth Games:

- [2014 Glasgow Commonwealth Games](#)
- 2018 Gold Coast Commonwealth Games

For more information on the International Commonwealth Games Federation, click [here](#).

## **World Anti-Doping Agency**

The World Anti-Doping Agency (WADA) promotes and coordinates the worldwide fight against doping of all forms. Created by the IOC as part of the post-1999 re-structuring efforts, WADA is headquartered in Montreal and chaired by the Honourable John Fahey. It combines the resources of sport and government to enhance, supplement and coordinate existing efforts to educate athletes about the harms of doping, reinforce the ideal of fair play and sanction those who cheat themselves and their sport. Ultimately, WADA is working towards the vision of a doping-free sporting environment.

Key Activities include:

- Conducting unannounced out-of-competition doping control among elite athletes
- Monitoring acceptance of and compliance with the World Anti-Doping Code
- Funding scientific research to develop new detection methods
- Observing the doping control and results management programs of major events
- Educating athletes through the Athlete Outreach Program
- Providing anti-doping education to athletes, coaches and administrators
- Fostering the development of National Anti-Doping Organizations (NADO)

In 2006, with the goal of enhancing anti-doping programs worldwide, WADA began a consultation process, for review and fine tuning of the Code's provisions. After completing three phases and publication of several preliminary drafts, the revised Code was unanimously accepted by WADA's Foundation Board and support by 1,500 delegates on November 17, 2007; the final day of the Third World Conference on Doping in Sport. The revisions took full effect on January 1, 2009. The revised code includes a stronger and more vigorous Code enforcing that all athletes benefit from the same anti-doping procedures and protections for all sport, nationally, or country.

For more information on the World Anti-Doping Association, click [here](#).



## Section 6: Government Sport Links

The Government sport links provide a broad base of information ranging from health and sport to provincial programming. It is targeted for all provincial residents, not just athletes. These links serve as a great tool for athletes who may be planning for their career after retiring from sport.

Click [here](#) for a list of Government sport links.