

SPORT INTEGRITY

Strategic Plan 2025-2028

Message from the President and CEO

This strategic plan ushers in a new era for the Canadian Centre for Ethics in Sport (CCES). While we have been the country's anti-doping regulator for over two decades, and are leading the charge to address competition manipulation, we recently added what is arguably the biggest integrity issue in sport right now to our mandate. In 2025, we assumed the responsibility to develop and implement a new national-level safe sport program in Canada.

In light of this new mandate, we elected to review not just our current strategic plan but also our organizational strategy and structure. We wanted to ensure the CCES was fit for this new purpose and equipped to adopt the role of the sport integrity authority in Canada.

As you will see, our new strategic plan has a clear focus on safe, clean, and fair sport. It concentrates on our three primary program areas: safe sport, anti-doping, and competition manipulation, and it incorporates our significant commitment to education and prevention. We have also put thought into how we will address emerging threats to, and opportunities for, sport integrity as our agency and scope evolve into the future.

Sport Integrity, Strategic Plan 2025-2028 describes our vision, mission and values. It then introduces our updated strategic priorities, outcomes, and objectives, and how we will achieve them through the administration of the Canadian Safe Sport Program, the Canadian Anti-Doping Program, and the Canadian Program to Prevent Competition Manipulation, as well as proactive monitoring and engaging with emerging sport integrity issues.

This strategic plan reflects our ongoing evolution. Both that growth and the plan itself have benefitted immensely from the extensive consultations we've held in the last year with external experts and researchers across sport, law, trauma-informed, regulatory, disability, human rights, gender equality, sexual violence, intersectionality, and social and racial justice practices. The feedback provided in meetings with advocacy groups and athletes' councils, six separate public consultations, individual discussions, and email submissions has also been invaluable.

As we begin this new era as Canada's sport integrity agency, we'd like to thank everyone – particularly the survivors of maltreatment and abuse for generously sharing their time, energy, experiences, and hopes – who helped us chart a new course at this critical time and refine our vision for sport in Canada.



Jeremy Luke
President and CEO



Land Acknowledgement

We respectfully acknowledge that the head office of the 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.



Vision

Sport is safe, inclusive, fair, clean, and accessible.

Mission

To serve the public interest by protecting integrity in sport through:

- regulation of maltreatment and abuse, doping, and competition manipulation;
 - education for awareness and understanding of our strategic priorities; and
 - identification of and response to emerging opportunities and threats.
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Values

These values are at the heart of our mission and operations:

Accessibility	Excellence	Innovation
Accountability	Fairness	Safety
Diversity	Inclusion	Social Responsibility
Equity	Independence	Transparency



Strategic Priorities, Outcomes, and Objectives

Making Sport Safe

Preventing and addressing maltreatment and abuse in sport via the Canadian Safe Sport Program.

Making Sport Fair

Preventing and addressing competition manipulation in sport via the Canadian Program to Prevent Competition Manipulation.

Making Sport Clean

Preventing and addressing doping in sport via the Canadian Anti-Doping Program.

Proactive Monitoring and Engagement

We actively monitor the national and global sport environments to identify emerging opportunities and threats with respect to integrity. We then engage as appropriate to protect and promote sport integrity in Canada.

Making Sport Safe

Preventing and addressing maltreatment and abuse in sport via the Canadian Safe Sport Program (CSSP).

Desired Outcomes

- Canadian athletes are well-informed and supported by the CCES regarding the CSSP and Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) and feel confident that they are part of a safe sport system.
- Safe sport remains a top priority for all levels of government and the Canadian sport community, as demonstrated through their sustained and concrete actions.
- The CSSP evolves continuously, grounded in both trauma-informed practices and the latest research, reinforcing the CCES's leadership in safe sport.
- The CCES works cooperatively with the Canadian sport community to promote full compliance with the CSSP and UCCMS, effectively reducing incidents of maltreatment and abuse within sport.





Strategic Objectives

An effective, trauma-informed safe sport program

The Canadian sport community experiences the CSSP as a system for managing safe sport complaints that is human-centric, trauma-informed, effective, responsive, accessible, consistent, and predictable.

Education

The Canadian sport community has a clear and comprehensive understanding of maltreatment, abuse, the UCCMS, and the CSSP.

System alignment

The CCES is committed to advancing the regulation of safe sport at all levels to ensure a consistent, safe, and respectful environment for all participants. This approach will strengthen trust, accountability, and integrity across the Canadian sport system.

International leadership

The CCES will pursue opportunities to establish itself as an international leader, driving advancement of safe sport standards and practices.



Making Sport Fair

Preventing and addressing competition manipulation in sport via the Canadian Program to Prevent Competition Manipulation (CPPCM).

Desired Outcomes

- The Government of Canada recognizes competition manipulation as a priority that is comparable to other critical integrity issues, such as doping and maltreatment.
- The Government of Canada signs and ratifies the Macolin Convention allowing for strategic collaboration with provincial regulators, betting operators, and other interested parties.
- The CCES leads the implementation of the CPPCM, which is informed and adopted by athletes and sport organizations and is appropriately funded.
- The Canadian sport community has a broad understanding and awareness of competition manipulation in Canadian sport, and feels safe, secure, and confident to report related issues.
- The CCES engages with the international community in the coordinated fight against competition manipulation.

Strategic Objectives

Policy development, engagement, and adoption

All federally funded sport organizations adopt the CPPCM.

Education

The CCES deploys an education program for athletes, support personnel, national sport and multisport organizations' staff, and others covered under the CPPCM as part of a comprehensive education strategy.

Monitoring, intelligence, and investigations

The CCES receives and assesses tips regarding competition manipulation, partners with service providers to monitor suspicious betting activities, and conducts investigations on potential violations under the CPPCM. Additionally, the CCES seeks reports from sport integrity partners about specific sports and/or individuals to support investigations as warranted.

Results management, hearings, and appeals

The CCES administers the results management process for all potential violations of the CPPCM. In addition to assertions, hearings, and appeals, the CCES provides training to staff and general counsel on prosecuting competition manipulation cases through the Network of Magistrates/Prosecutors Responsible for Sports set up by the Council of Europe.



Making Sport Clean

Preventing and addressing doping in sport via the Canadian Anti-Doping Program (CADP).

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 for the Canadian sport community, and its actions reflect this.
- Athlete support personnel at all levels make choices to influence their athletes, encouraging them to train and compete clean.
- The CADP evolves continuously, is research-informed, and positions the CCES as a world-leading national anti-doping organization.
- The CCES works cooperatively with sport organizations to fulfill all requirements of the World Anti-Doping Code (the Code) and is deemed to be compliant by the World Anti-Doping Agency (WADA), enabling Canadian athletes to compete domestically and internationally.





Strategic Objectives

Program, jurisdiction, and application

The CCES ensures the CADP incorporates all required elements of the Code and applies those regulations across the national-level Canadian sport community.

Athlete services and education

The CCES supports a robust anti-doping program through an effective education and awareness plan that ensures the Canadian sport community understands and can effectively fulfill anti-doping responsibilities.

Testing (including sample collection services)

On an annual basis, the CCES prepares a test distribution plan that complies with the relevant technical requirements pertaining to the collection of both urine and blood samples.

Science

As required by the Code, the CCES ensures that all samples collected are analyzed by a WADA-accredited laboratory.

Results management, hearings, and appeals

Pursuant to the Code, the CCES establishes a process for the pre-hearing administration of potential anti-doping rule violations and provides the right to a fair hearing and appeal to any individual who is asserted to have committed an anti-doping rule violation.

Intelligence and investigations

As required by the Code, the CCES has the capability to receive and assess information, and conduct investigations into potential anti-doping rule violations.



Proactive Monitoring and Engagement

We actively monitor the national and global sport environments to identify emerging opportunities and threats with respect to integrity. We then engage as appropriate to promote and protect sport integrity in Canada.

Desired Outcomes

- Sport organizations recognize and address integrity issues that impact the quality of the sport experience.
- The CCES is seen as an expert in sport integrity and is called upon by the Canadian sport community to help address integrity issues impacting Canadian sport.
- The Government of Canada recognizes the CCES as the national leader in identifying emerging opportunities and threats that relate to sport integrity.
- The Government of Canada is committed to funding future structured programs that the CCES determines are relevant and fundamental to protecting and promoting sport integrity.
- Strategic partnerships are established with provincial, national, and international bodies to collaboratively educate on, protect, and promote sport integrity.



Strategic Objectives

Monitoring emerging integrity issues

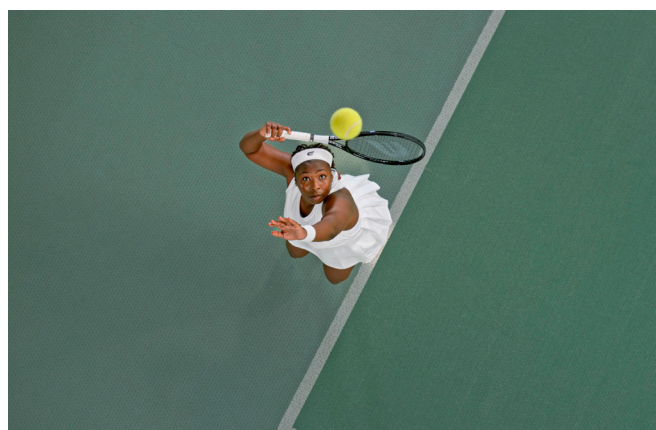
The CCES proactively monitors, researches, and identifies emerging integrity issues in sport. Identification may be made through the CCES's own actions but also by organizations and individuals in the sport community and beyond communicating concerns to the CCES.

Engagement with emerging integrity issues

Once identified, the CCES determines how best to engage with emerging sport integrity issues. Methods may include: public statements, media opportunities, court interventions, advocating for/or against policy or legislative changes, submissions to commissions and/or inquiries, white papers or research reports, educational programs, policies, standards, and roundtables, webinars, or conferences.

Business cases and new programs

If indicated, the CCES develops a business case to determine the feasibility of creating a new structured program.



Strategic Plan 2025-2028

At a glance...

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