



ATHLETE REPRESENTATIVE LEADERSHIP MANUAL

Published by **Athletes CAN**
The Association of Canada's National Team Athletes
301 - 1376 Bank Street
Ottawa, ON K1H 7Y3
(613) 526-4025 1-888-832-4222
(613) 526-9735 (fax)
www.athletescan.com

August 2004

© Athletes CAN 2004

ATHLETE REPRESENTATIVE LEADERSHIP MANUAL

Published by **Athletes CAN**

The original "Effective Athlete Leadership Manual" was developed in 1995 by Ann Peel, with contributions from Jean Pierre Cantin, Heather Clarke, Bruno Fournier, Sue Holloway, Lori Johnston, Bruce Kidd, Deidre Laframboise, and Ingrid Liepa.

A working group in 2002 contributed to the revised manual with new ideas and direction. Group members were Todd Allison, Ian Bird, Jean Pierre Cantin, Lori Johnston, Tom Jones and Jasmine Northcott.

The 2004 Athlete Representatives Leadership Manual was written by Marilyn Payne, with editorial assistance from Janice Forsyth, Tom Jones, Lori Johnston and Kirsten Normand.

ATHLETE REPRESENTATIVE LEADERSHIP MANUAL

Table of Contents

SECTION ONE - BEING AN ATHLETE LEADER IN YOUR SPORT	1
1.1 Moving Toward An Athlete-Centred System - Is anyone listening?	1
1.2 Why is it important to be an Athlete Representative?.....	2
1.3 Who Should be the Athlete Representative?.....	2
1.4 Being an Effective Athlete Representative	3
1.5 Athlete Representatives within the Sport Organization	4
1.6 Opportunities to be An Athlete Representative:	5
SECTION TWO - DEVELOPING THE SKILLS TO BE AN ATHLETE LEADER IN THE CANADIAN SPORT SYSTEM	7
2.1 Understanding Leadership.....	7
2.1.1 Developing Effective Leadership Skills	7
2.1.2 Principles of Leadership:.....	8
2.2 Working in Groups	8
2.3 Sources of Power Within An Organization.....	9
2.4 Effective Listening Skills	10
2.5 Attending, Chairing and Managing Meetings.....	10
2.5.1 Agendas and Meeting Materials.....	10
2.5.3 Meeting Preparation.....	11
2.5.4 Being Listened to at a Meeting.....	11
2.5.5 Conducting Business Between Meetings.....	12
2.6 Dealing with Conflict	12
SECTION THREE - WORKING WITHIN YOUR SPORT ORGANIZATION	14
3.1 Functioning of Non-Profit Corporations:	14
3.2 The Board of Directors.....	14
3.3 Committees:.....	15
3.4 Managing Change in an Organization:	15
3.4.1 Changing Bylaws.....	16
3.4.2 Creating or Changing Policy	17
3.5 Creating an Athlete's Council	17
3.6 Including All of the Athletes' Voices.....	18
SECTION FOUR - ADDITIONAL ISSUES FOR ATHLETES.....	19
4.1 Athlete Assistance Program	19
4.1.1. AAP Eligibility Criteria -	19
4.2 Scholarship Opportunities for Athletes:	20
4.2.1 Athletes CAN Team Investors Group Amateur Athletes Fund:.....	20
4.2.2 The CAAWS Stacey Levitt Scholarship:	20
4.2.3 COC Scholarships:.....	20
4.3 Athlete Agreements:	20
4.3.1 Athlete Agreement Content:.....	20
4.3.2 What Rights Do Athletes Have?.....	21
4.3.3 Dealing with Decisions made by an NSO:	22
4.4 Harassment Issues in Sport:.....	22
4.5 Retiring Athletes:.....	24
SECTION FIVE - INFORMATION ON THE CANADIAN AND INTERNATIONAL SPORT SYSTEMS.	25
5.1 Individual Sport Organizations.....	25
5.1.1 National Sport Organizations or National Sport Federations (NSO's or NSF's):.....	25
5.1.2 International Sport Federations (ISF's):.....	25
5.2 Organizations That Empower Canadian Athletes.....	25
5.2.1 AthletesCAN: (www.athletescan.ca)	26
5.2.2 Canadian Sport Centres (CSC): (www.canadiansportcentres.com).....	26
5.2.3 Sport Dispute Resolution Centre of Canada (SDRCC): (www.adrsportred.ca)	27
5.3 Major Games Organizations	27
5.3.1 The Olympic Games	27

5.3.1.1 The Canadian Olympic Committee (COC): (www.olympic.ca)	27
5.3.1.2 International Olympic Committee: (www.olympic.org)	28
5.3.2 The Paralympic Games.....	28
5.3.2.1 The Canadian Paralympic Committee (CPC): (www.paralympic.ca)	29
5.3.2.2 International Paralympic Committee (IPC): (www.paralympic.org)	29
5.3.3 The Commonwealth Games	30
5.3.3.1 Commonwealth Games Canada (CGC): (www.commonwealthgames.ca).....	30
5.3.3.2 International Commonwealth Games Federation (CGF): (www.thecgf.com)	30
5.3.4.1 Pan American Sport Organization (PASO): (www.odepa-paso.org)	31
5.3.5 World University Games (FISU Games)	31
5.3.5.1 Canadian Interuniversity Sport (CIS): (www.cisport.ca)	31
2.3.5.2 Federation Internationale du Sport Universitaire (FISU): (www.fisu.net)	31
5.3.6 North American Indigenous Games (NAIG).....	32
5.3.6.1 Aboriginal Sport Circle (ASC) (www.aboriginalsportcircle.ca)	32
5.4 Government	32
5.4.1 Sport Canada: (www.patrimoinecanadien.gc.ca/progs/sc/).....	32
5.4.2 Provincial and Territorial Governments.....	33
5.5 Other Organizations That Impact Athletes.....	34
5.5.1 Canadian Centre for Ethics in Sport (CCES): (www.cces.ca).....	34
5.5.1.1 True Sport Foundation: (www.spiritofsport.ca).....	34
5.5.2 Calgary Olympic Development Association (CODA): (www.coda.ab.ca)	35
5.5.2.1 Canadian Centre for Sport Excellence (CCOSE): (www.ccoose.com)	35
5.5.4 Coaching Association of Canada (CAC): (www.coach.ca)	35
5.5.4.1 Canadian Professional Coaches Association (CPCA): (www.coach.ca/e/cpca)	36
5.5.5 Canada Games Council (CGC): (www.canadagames.ca)	36
5.5.6 World Anti-Doping Agency (WADA): (www.wada-ama.org)	36
5.5.7 Arms Length Organizations Supporting Athletes	37
5.5.7.1 Sport Matters: (http://cms.nortia.org/Org/Org24/Content/Home.asp).....	37
5.5.7.2 Esteem Team: (www.esteemteam.com)	37
5.5.7.3 The “See You In Canadian Athletes Fund”: (www.seeyouinathens.com)	37
5.5.7.4 DreamSports: (www.dreamsports.ca).....	38
5.5.7.5 Athletes International (www.athletes-int.com).....	38
Appendices.....	39
A-1 Recapturing Some Canadian Sport History and the Evolution of Athletes CAN	39
A-2 A 2002 Declaration by Canadian Athletes – Key Priorities	42
A-3 The London Declaration.....	43
A-4 Rules of Order - Chart of Motions	44
Endnotes.....	46

ATHLETE REPRESENTATIVE LEADERSHIP MANUAL

Athletes CAN is the association representing Canada's National Team Athletes and the publisher of this Athlete Representative Leadership Manual. Athletes who are members of senior national teams, or athletes who have retired from a senior national team within the past 8 years are considered members of Athletes CAN. Two of the priorities of Athletes CAN are addressed through the publication of this leadership manual and other leadership resource information. The first is a continual lobby for athletes to be given and to take opportunities to be properly represented by athletes at the decision-making tables in the Canadian and international sport system. The second priority is to provide effective training and leadership skill development to athletes so that they have a significant level of confidence, comfort and knowledge when they become an Athlete Representative.

The Athletes CAN Athlete Representative Leadership Manual has evolved from the 1995 publication "Effective Athlete Leadership." Many of the same components are included, albeit with updated and/or expanded information. We have also changed the focus of the manual to more specifically target athletes who are currently or in the future wish to be an Athlete Representative for their particular sport. This manual is a toolbox of information to help you to provide effective leadership and representation to your teammates and for your sport. General information on all of the topics discussed in this manual is also available to all Athletes CAN members through the association website, www.athletescan.com

SECTION ONE - BEING AN ATHLETE LEADER IN YOUR SPORT

What does it mean to be an "athlete leader"? How can you, as an athlete, help to direct decisions and influence change within your sport organization? What kind of power do the athletes have in a system of multiple organizations and government policies and accountability? Simply put, the sport system should exist for the benefit of the athlete participants. The games are for the players. We sometimes have to remind those in the committee rooms and at the Board tables that we are the reason that they are spending their time and energy on programs and sport development. A re-focusing of the sport system on the athlete participant has coined the phrase "athlete-centred". This provides a philosophical foundation for decisions and priorities. This manual has been written to ensure that Athlete Representative have the tools and the knowledge to support and further the concept of an athlete-centred system.

1.1 Moving Toward An Athlete-Centred System - Is anyone listening?

"The term "athlete-centred" refers to a concept and a process, rather than a single action or event. In an athlete-centred sport system, the values, programs, policies, resource allocation, and priorities of sport organizations place primary emphasis on consideration of athletes' needs in a holistic sense, and performance goals within that context. Those responsible for leadership and decision-making in sport must include the athletes in both defining the needs and goals, and in determining how to meet them. The athlete should be an active subject, not the object of sporting programs."¹

Some of the characteristics of an athlete-centred system include:

- *Accountability:* The sport system is accountable to its consumers - the athletes - and to the membership of sport organizations. To the extent that public funds are used, all who participate and engage in sport are accountable to the public to uphold the values that Canadians hold, such as fair play and ethical behaviour, within the spirit of sport.
- *Dual respect and empowerment:* Athletes learn to value and respect themselves when given the opportunity to exercise control over their own actions and lives. Elected Athlete Councils should be

supported by sport organizations with funding to meet regularly and communicate with other athletes and with formal integration into policy and program development. The councils should designate appropriate athletes to be voting members on key committees and Board of Directors.

- *Empowerment:* Leadership and decision-making skills are developed among athletes and they are encouraged to develop and exercise their full range of abilities.
- *Equity, fairness and athlete rights:* Training and competitive opportunities should be accessible, inclusive and equitable. Athlete agreements must be fair and never signed under duress.
- *Excellence:* Athletes are able to pursue and demonstrate athletic excellence because adequate facilities, qualified coaching, development opportunities and support networks exist.
- *Extended Responsibility:* The system recognizes the long-term impact it has on the athlete's life. Leaders make decisions with appropriate consideration of the long-term consequences for athletes. Transitions from a focused role of athlete to other roles are facilitated. The athlete is, as a result, motivated to participate in sport lifelong.
- *Health:* The health of athletes is safeguarded and sport contributes to overall health and well-being.
- *Informed Participation:* Athletes are given choices and kept aware of potential consequences and trade-offs.
- *Mutual Support:* The interdependence of athletes and others in the sport system to meet objectives and solve problems is recognized. Both the accomplishments and the efforts are celebrated.
- *Rights:* Athletes' rights are clearly defined and outlined, mutually agreed upon, and safeguarded.

1.2 Why is it important to be an Athlete Representative?

Ask yourself this question. "How much input, either directly and indirectly, do I have or do other athletes have into decisions that affect me? Are there ways for my voice to be heard when things are decided"?

Ensuring that there is a process for the opinions of athletes to be heard and acted upon is an important step in making sure that your sport is focused on your needs, and on athletes in general. Athletes CAN believes that the most effective way for athletes to be heard is through an Athlete Representative. An Athlete Representative is someone who speaks on behalf of athletes.

1.3 Who Should be the Athlete Representative?

Athletes CAN has examined the experience level of the type of athlete who has proven to be the most effective as an Athlete Representative.

Type of Athlete	Pro	Con
Rookie National Team Athlete (new to national team)	<ul style="list-style-type: none"> - Enthusiastic - No preconceived notions as to how a program should be run (open to new ideas) - Willing to listen and bringing a new perspective 	<ul style="list-style-type: none"> - May have limited experience from a team or business background - afraid to "rock the boat" for fear of retribution - May be unavailable for meetings and conferences due to work, training, school and competition demands
Veteran National Team Athlete	<ul style="list-style-type: none"> - Knowledgeable about the needs of athletes - Tend to play a very active role in the committee - Motivated to make change that will directly affect them - Able to mentor newer Athlete Representatives 	<ul style="list-style-type: none"> - Afraid to paint an accurate picture (in some cases) for fear of losing their carding or status on the team - May be unavailable for meetings and conferences due to work, training, school and competition demands
Recently Retired National Team Athlete	<ul style="list-style-type: none"> - Knowledgeable about the needs of athletes - Not afraid to speak out for athlete rights - Might be more available for meetings and be more informed about current issues in sport 	<ul style="list-style-type: none"> - Slightly removed from current situation and depending on the communication and relationships, could present a challenge - Might be from a previous coaching system

Type of Athlete	Pro	Con
Retired National Team Athlete	<ul style="list-style-type: none"> - Knowledgeable about the needs of athletes - Not afraid to speak out for athlete rights 	<ul style="list-style-type: none"> - removed from current situation and depending on the communication and relationships, could present a challenge

Table 1 – Pros and Cons of Various Athlete Representative Experience Levels

In reviewing the continuum of athletes in Table 1, it is apparent that representation by current veterans or recently retired athletes should provide the best input from athletes to the specific committees or the Board of Directors. There are pros and cons for any level of athlete to be an Athlete Representative. For example, is it possible that an active athlete will not speak out on an issue because of fear of retribution or sanctions, whereas a recently retired athlete is removed from that pressure? In addition, it is important to encourage retiring athletes to continue to make use of their experience and play a role in the organization. All too often, athletes leave a high performance system and are not encouraged to stay involved. However, a recently retired athlete may also have residual issues from their time with the program or they may not know new coaches, players and issues of the day. In stating that veterans or retired athletes may have some advantage as an Athlete Representative doesn't mean that every "rookie" should automatically be eliminated from consideration, regardless of their personal leadership skills? It always comes down to who is willing to learn, to speak out and to best represent the view of the athletes. The key is that the representative is chosen by the athletes and is still involved with them on a regular basis.

Some sports have found that a revolving Athlete Representative pool can be very effective. Athletes from different sides of the country can work together to provide an effective voice for all athletes. A variation is to have a pool of athletes available for one or two representative positions. The athletes then work together to share the information and the responsibility of communicating with other athletes. This can reduce the impact on the training schedule of any single athlete while still providing the best input on any committee. Continuity can be an issue with this system and a process for sharing information must be in place. A positive aspect is skill development and knowledge growth for a larger number of athletes. Examples of different structures for Athlete Representation can be requested from Athletes CAN.

1.4 Being an Effective Athlete Representative

As an Athlete Representative, you play a critical role as the conduit between the active athletes and the decision-makers in your sport. You help athletes become part of that decision-making circle. The role of being an Athlete Representative is a challenging one. In some instances, you must put your personal needs behind that of your team. That is a tough thing to do for any athlete. To be an effective Athlete Representative, you must:

- know the policies and issues in your organization, especially those that affect the high performance and coaching programs and personnel.
- communicate regularly with fellow athletes, other board and/or committee members and with association staff.
- learn about all sides of an issue by asking questions, discussing the situation and listening.
- learn about the Canadian sport system and how your peers and all sports fit within that framework.

It has been argued that people are born with the personality characteristics of a leader but that they must be given the opportunity and have the interest in developing those traits to become a true champion of a cause. However, leadership as a personality trait is not really true. Leadership skills can be learned, even though they are not expressly taught in most schools or sport programs. Section Two of the manual contains information on leadership styles, power, managing change and other relevant skills and knowledge for being an effective athlete leader. Regardless of the individual skill-set of the Athlete Representative, both he/she and the sport organization must be willing to develop an environment of support and training in order to have effective leadership from athletes. If met, the list below provides an optimal situation for effective Athlete Representation.

- Your National Sport Organization (NSO) must have a thorough orientation program for all Athlete Representatives. This should include:
 - An overview of “who is who” and an outline of the responsibilities of various committees and governance levels within the organization. All staff and most volunteer positions should have job descriptions, including the Athlete Representative.
 - A schematic or organizational chart showing reporting and supervision responsibilities and connections between all positions.
 - A copy of applicable committee and Board minutes, and meeting reports for at least the past 2 to 3 years. These will help to put current issues into context.
 - A copy of the applicable Sport Development Model. What programs and opportunities should be in place for athletes at different stages of their technical and competitive development?
 - A copy of the association’s current strategic plan. You need to learn what the strategic priorities, goals and objectives are for the organization.
 - The audited financial statements for the past 2 to 3 years, plus current fiscal year financial information including the budget.
 - The opportunity for the Athlete Representative to speak to a number of people in the organization to help you to develop a historical and current perspective. How are decisions made today? Why were particular decisions made in the past? What are the issues of the day? What are the plans for the future?
- the NSO should have a staff member or volunteer appointed to educate Athlete Representatives and to act as an ongoing resource and liaison for you.
- the Athlete Representative must have the support of their peers and the NSO. They should be elected / selected by the athletes, not appointed by the organization.
- there must be communication and continuity among and between Athlete Representatives with a budget to facilitate that process.
- the Athlete Representative role must be clearly defined and communicated to all parties, including coaches.
- the Athlete Representative must have the confidence, skill and knowledge to fulfill the role. Skills can be learned, knowledge garnered and confidence built, but, as outlined earlier in the manual, the Athlete Representative should also have some previous experience taking on a leadership role on the team, or in sport generally.
- the Athlete Representative must understand and believe that they can make a difference through appropriate input and timely action.
- ongoing, multi-directional communication is essential for the Athlete Representative, as it is with all committee or Board positions.

An Athlete Representative succession plan should exist so that potential reps targeted for future responsibilities can work with past representatives (mentors) before being asked to be the sole representative.

1.5 Athlete Representatives within the Sport Organization

It is not enough to just allow Athlete Representative on committees or a Board of Directors. The sport organization must also treat the Athlete Representative as a full and vital part of the committee, Board or task force. Within the sport organization structure, representation from athletes should be included in a number of key areas. These should include the Board of Directors, the High Performance or National Team Committee(s) and a Planning or Futures Committee. There may be additional “ad hoc” opportunities for an organization to include high performance athletes in planning for the development of facilities, marketing of national teams, major fund development or hiring committees for coaches and staff.

The athletes should have a structure in place for communication and knowledge sharing among all athletes. Some sports have established an internal athletes’ committee or council where a “team” of Athlete Representative can discuss issues within a supportive environment. Sharing the load also means that a single Athlete Representative does not have to be the athlete expert on every issue. However, it is critical that information be shared and consensus reached on key issues. This committee or council could

include representation from a variety of interest groups including, the “A” and “B” team, Male/Female, East/West and others depending on the sport. The committee or council will also be the training ground for the athlete leaders of tomorrow.

Opportunities can be given to a number of interested and trained Athlete Representatives by:

- having the Athletes’ Council appoint representatives to various committees within the sport or to other organizations to share the ever-increasing workload.
- trying to have two athlete representatives on a committee so they can work together and support each other.

What can be achieved by Athlete Representatives? You can change your sport world. Sport organizations aren’t really different than other companies or organizations. Ideas may come from all levels of the organization, but major decisions are made by the people at the table. Athlete Representatives have the opportunity to be at those tables to influence direction, priorities, competitive calendars and financial and human resource allocation.

1.6 Opportunities to be An Athlete Representative:

There are a number of opportunities at the national and international levels to be an Athlete Representative. If you are interested in becoming involved as an Athlete Representative at any level, you have to let people know what you would like to do. Find out what the eligibility criteria or requirements are for the various positions. If you are not yet qualified for a position in which you are interested, then work to fill the gaps in your experience. Ask the organization what it is looking for in the way of experience. Get to know some of the other volunteers and tell them that you want to become involved.

The list below highlights a number of opportunities for current or recently retired high performance athletes to get involved at the advisory and/or decision-making levels of the sport system.

- AthletesCAN – the Board of Directors has 12 positions from sports and various multi-sport organizations. There are 8 elected positions and one appointed from each of the Canadian Olympic Committee, the Canadian Paralympic Committee, Commonwealth Games Canada and the Aboriginal Sport Circle.
- National Sport Organizations – Many national sport organizations have at least one Athlete Representative on their Board and athlete positions on various high performance committees. Some sports have established an Athletes’ Council within the sport structure. (see 3.5)
- Canadian Sport Centres - the Canadian Sports Centres have Athlete Representatives on their individual Boards of Directors.
- International Sport Federations (ISF) - a number of International Sport Federations include Athlete Representatives on their Executives, Boards and/or committees. Check out the applicable ISF web site or speak to the senior staff or President of your NSO to find out what your sport-specific opportunities may be.
- Canadian Olympic Committee (COC) - COC Class “F” members are the Athlete Representatives elected to sit on the COC Athletes’ Council. From the Athletes’ Council, the Chairperson, two Vice-chairs and three members-at-large sit on the COC Board of Directors. The Athletes’ Council Chairperson plus Council member sit on the COC Executive.
- International Olympic Committee (IOC) - The IOC Athletes’ Commission has 19 members. Twelve are elected by the athletes at applicable Olympic Games. Eight are summer sport athletes and four are winter sport athletes. An additional seven athletes are appointed by the IOC President to achieve gender, sport and regional balance. In addition, a World Olympians Association’s representative and an International Paralympic Committee representative are ex officio members.
- Canadian Paralympic Committee (CPC) - The Chairperson of the CPC Athletes’ Council sits on the CPC Board of Directors.

- International Paralympic Committee (IPC) - The IPC has an Athletes' Committee of nine elected members serving four-year terms. Each athlete has to have competed in a Paralympic Games within the previous eight years. The Athletes' Committee Chairperson sits on the IPC executive.
- Commonwealth Games Canada - An elected Athlete Representative sits on the Board of Directors of Commonwealth Games Canada.
- Commonwealth Games Federation - an Athlete Representative sits on the Executive of the International Commonwealth Games Federation.
- Canada Games Council - An Athlete Representative sits on the Canada Games Council Sport Committee, which has a sub-committee responsible for athlete care, comfort and safety issues.

SECTION TWO - DEVELOPING THE SKILLS TO BE AN ATHLETE LEADER IN THE CANADIAN SPORT SYSTEM

2.1 Understanding Leadership

Some people seem to be “born leaders”. They are dynamic, have a vision for the future and have an idea of how to get there. They also seem to have the ability to take people with them. In reality, the skills necessary to listen with empathy, to think strategically, to speak with conviction, to verbalize a preferred future and then articulate the steps to be taken, are all things that can be learned.

Consider your coaches, fellow athletes, work colleagues or teachers. You can probably name someone whom you would describe being a good “leader” without necessarily being able to explain why you think so. As an Athlete Representative for your sport, you have an opportunity to be a leader for a critical group (the HP athletes) within your national sport organization. By virtue of your position as an Athlete Representative, there is an expectation from other athletes that you will represent their needs, protect their interests and keep them informed about what they need to know. As an Athlete Representative who sits on the Board of Directors or on a Standing Committee, there is also an expectation from your NSO that you will have some knowledge about necessary aspects of the organization and that you can see the big picture of association business.

Being a leader is not about “being in charge”. It is the ability to influence, to be visionary and to communicate that vision to others. Decide what is important to you. Use these beliefs and values to guide your actions with others and to help you decide what changes you want to make.

Your leadership “style” will develop as you implement effective practices and ways to communicate. Leadership traits and behaviours are important and ultimately your leadership style will be situational. Different ways of dealing with people will work in different situations. Remember to be purposeful and respectful. You are not at the decision-making tables to destroy but to build and make something better.

2.1.1 Developing Effective Leadership Skills

There are many theories about leadership and numerous courses devoted to the study of leaders and leadership, but let’s keep it short for this manual. For the purposes of this manual, “effective” leadership refers to the ability to empower individuals to make decisions on their own, instil self-esteem and self-confidence, and at the same time, build group trust and solidarity. How do you become a practicing leader?

Attributes for effective leadership can be learned. Borrowing from work done by Kouzes and Posner², the examples of various “practices” include descriptors listed below outline how each might be applied:

Look for a Better Way: Ask questions about why something is the way it is. Try to see the full picture with all of its consequences and possibilities. Think bigger than what is in front of you. This doesn’t mean that everything has to change. Sometimes you may find a different path, and sometimes you will find and be convinced that the current way works best. Don’t be afraid to take risks but ensure that you learn from your mistakes. Don’t just ask questions, but develop possible alternatives. Look for a better way. Challenges to authority should be made in a respectful and thoughtful way. Have a clearly stated rationale, options and alternatives ready. Your questions should not be threatening. Do your homework first.

Develop and Communicate Your Vision: Identifying what you think should be changed is only part of effective leadership practices. Develop a vision for what you think should happen, and how to get there. Don’t be afraid to talk about your hopes and dreams for the future. Ask others about their thoughts and really listen to their replies. (See 2.4 for a discussion about “listening skills”.) Package your vision so that it is inclusive and inspires. We rarely find a totally new idea coming from just one person. Refine your vision to address relevant questions and points. Develop key messages for your vision.

Empower and Encourage Others: Encourage others to voice their beliefs. Work with others to develop shared goals and strategies. Athlete leadership will be most effective when all athletes understand and contribute to the messages. Encourage other athletes to take on small tasks and to think about their sport, their organization and their situation as athletes. Can we be better? Can we do better? Remember to thank people for their contributions and recognize their efforts. Encourage other Directors, committee members and athletes to publicly acknowledge the vision and the steps that can and will be taken.

Be an Example: Walk the Talk! Make sure that you live what you believe. Espouse your vision at every opportunity through examples, applications and stories. Use athletes' stories to underline the emotional attributes of all that needs to be done by and for athletes.

Understand Yourself: Effective leaders have to understand their own strengths and weaknesses. Bring people into the fold who can fill gaps in skills. Ask yourself - "what am I good at? What do I need to learn?" Ask respected colleagues for feedback. Look to the organization's leaders to help you to be better at what you are doing. Learn from those around you. Observe leaders you admire. Take note of what they do and think about how you can use that skill to improve your leadership.

2.1.2 Principles of Leadership:

Following certain principles of leadership will help you to gain the attributes necessary to be effective as an Athlete Representative.

- Know yourself and seek self-improvement by learning
- Seek responsibility and take responsibility for your actions.
- Make appropriate decisions. Use good problem solving, decision-making, and planning tools.
- Set an example. Be a good role model for your team mates.
- Know your team mates and look out for their well-being.
- Keep your team mates informed. Develop and follow your communication plan.
- Develop a sense of responsibility in the other athletes. Help to develop good leadership attributes in other athletes.
- Use the full capabilities of your team. Develop a team spirit.

2.2 Working in Groups

Working in groups can be both an invigorating and frustrating experience. The concept of "team" does not come naturally to everyone. All teams have to be built and nurtured. People in a group may have their own agendas or personal goals that don't necessarily align with the group's goals. This is okay. Use their different perspectives to make the group stronger.

Tuckman³ identified five defined "stages" of development that most groups pass through on their way to becoming constructive in their task. This theory suggests that there are no established "timelines" in place for groups to go through these stages. Some are dependent on how well people know each other and the complexity of the task. An effective leader understands group dynamics, can identify individual and group behaviour and appreciates the metamorphous of this journey.

- Forming: At the beginning of group development, members will rely on "safe" behaviour. They will look to the group leader for guidance. Group members want acceptance in the group. They will spend time becoming oriented to the task at hand, as well as getting to know each other. Serious topics and controversy are avoided although transition to the next stage requires that members accept the risk of possible conflict.
- Storming: As the group members organize for the task, some conflict will inevitably arise. Questions will be asked about who is doing what, what the rules are, what the goals are and what the criteria for completion of the task will be. There will be an increased need for structure and commitment. Conflicts over leadership, structure, power, and authority will likely exist although they may be unspoken. Any conflict may cause some members to be quiet while others will attempt to dominate.

The group has to move from a "testing and proving" mentality to a problem-solving mentality, and when they have learned to listen to each other, the group will progress to the next stage. This transition can be influenced by the behaviour of the group leader.

- **Norming:** In the "norming" stage, relationships between group members will be less conflictive. Leadership may be shared, and cliques dissolve. Members are more willing to change their preconceived ideas or opinions on the basis of facts presented by other members, and they actively ask questions of one another. The level of trust rises. It is during this stage of development (assuming the group gets this far) that people begin to experience a sense of group belonging. Information is shared and feedback solicited. Creativity is high. A major drawback of the norming stage is that members may begin to fear the inevitable future break-up of the group; they may resist change of any sort.
- **Performing:** If group members are able to evolve to stage four, their capacity, range, and depth of personal relations expand to interdependence. Their roles and authorities dynamically adjust to the changing needs of the group and individuals. Stage four is marked by interdependence in personal relations and problem solving in the realm of task functions. By now, the group should be most productive. The need for group approval is past. The task function becomes genuine problem solving, leading toward optimal solutions and optimum group development. There is support for experimentation in solving problems and an emphasis on achievement. The overall goal is productivity through problem solving and work.
- **Adjourning:** The final stage involves the completion of the task and withdrawal from the group and those relationships. If it has been a personally rewarding situation, this can create a degree of apprehension - almost a kind of minor crisis. In many organizations, adjournment can be eased through some kind of recognition for participation and achievement and an acknowledgement of the value of the contribution. People need to feel good about having been involved.

2.3 Sources of Power Within An Organization

"Power" is considered by some to be a negative word. "Power" itself is not negative - it is the way in which it is used or misused that is at issue. What is "power"? Power enables a person to make or influence decisions. The way in which a leader uses their power reflects their leadership values. Power comes from different places and can be direct or indirect. The list below defines several types of "power" within an organization.

- **Positional Power:** Positional power is the authority received from the office or position to which you are appointed or elected. To different degrees, the Association President, a national coach, a committee chairperson and an Athlete Representative all have positional power.
- **Personal Power:** Personal power is the authority you command as a result of who you are as a person. People will do something because they admire and respect the leader.
- **Reward Power:** Someone with Reward Power can provide something that others want or value, in return for desired behaviours by the followers.
- **Coercive Power:** This form of manipulative power achieves results through fear or avoidance of punishment or demotion.
- **Expert Power:** The "technical experts" have expertise or special knowledge in an area that others depend on to achieve their goals.

Obviously, there are different degrees and combinations of the above examples. It would be very unusual for anyone to own only one kind of power. In the sport world, coaches, by definition, own a number of different types of power. It is the prudent and appropriate use of their authority and expertise that can define the coach's relationship with the athletes and with the sport organization.

The interesting thing is that when positional power is used wisely, it can increase personal power. However, when any type of power is used inappropriately, it reduces whatever personal power collateral developed.

There are occasions when positional power should be used. Examples are chairing a meeting, or making decisions that need to be made because of someone's position. But positional power has its limits and this is especially true when leading volunteers.

Volunteers, unlike paid employees, have the luxury of deciding whether to follow or not. They are far more influenced by personal power than by positional power. This is actually an advantage for an Athlete Representative. Use the position appropriately and learn the skills to develop personal power through effective leadership. If you are an effective leader, you will be listened to by other athletes, by coaches, by the sport's volunteers and by the staff.

2.4 Effective Listening Skills

Effective listening is a key leadership skill. As a leader, you listen so that you will understand others. Good leaders listen first. Here is a checklist to help you develop listening skills:

- Listen attentively: Don't interrupt a speaker and don't let your mind wander. Listen to the words and what is between the lines. Watch body language and notice gestures.
- Receive the message: Responses can be both verbal and nonverbal (nods, expressing interest) but you must prove you received the message being given, and more importantly, prove it had an impact on you through appropriate responses and gestures.
- Demonstrate Understanding: Make sure you understand what is being said. Repeat the message back in your own words. Summarize occasionally to communicate that you understand the speaker's ideas.
- Don't Judge: Listen without judging or evaluating the speaker. Listen to the emotion behind the message. Don't let your impressions of the speaker interfere with understanding their ideas. Listening is not the same as agreeing.
- Keep an open mind: Ask a question if you start to feel defensive. How did you come to that conclusion? Can you say something else about that? Be aware of words that trigger an emotional response in you.
- Diffuse Emotion: When emotion appears, acknowledge it with a simple statement: Diffuse the emotion but don't negate it.

This may all sound very easy, but as with anything new, it will feel awkward at first. With practice you will become a better listener - and a more effective leader.

2.5 Attending, Chairing and Managing Meetings

As an Athlete Representative, you will be invited to attend meetings and possibly to chair other meetings such as an Athletes' Council. Meeting participants should understand basic "rules of order" and meeting management. An understanding of meeting formats and conduct will help you get your issues addressed and will garner respect from the others in attendance. Many Athlete Representatives believe that other Board or committee members do not listen to them. Why is that? Any new Director or committee member has to earn personal credibility by contributing to the meetings and by doing their homework about the organization and its issues.

A passive and silent Director or committee member does not influence decisions. Knowing when to speak, how to speak and what to say will guarantee that the other Directors start paying attention to you, and more importantly, to your message about athletes.

2.5.1 Agendas and Meeting Materials

Every meeting should have an agenda and meeting materials sent to all participants ahead of time. For major meetings such as a Board of Directors, these should be in your hands at least 10 - 14 days prior to the meeting. For smaller meetings such as committees, 7 - 10 days should be sufficient.

The agenda should include all items to be covered, with the name of the person(s) responsible for the discussion or report and the approximate time to be allocated to the item. Important new items should not be left to the end of the meeting under “any other business” as they may not have proper attention given to them.

Directors or committee members should not be asked to make decisions on major items for which sufficient pre-meeting notice and information have not been provided.

2.5.2 Rules of Order

You should educate yourself about basic understanding of rules of order. Rules of order are used in areas of debate or decision-making not specifically covered in an organization’s Bylaws. The two most common versions cited in Bylaws are “Robert’s Rules of Order” (American) and “Bourinot’s Rules of Order” (Canadian).

Meeting should not be so formal that discussion is stifled or discouraged. However, appropriately used rules of order can help to guide a meeting through a procedural tough spot. They can help to ensure that business is conducted properly, that meeting participants are included in the decision making process and that basic rights are protected. A chart of various types of motions is included in the appendices.

2.5.3 Meeting Preparation

You need to do your homework before you attend a meeting. Make sure that you read the previous meeting’s minutes, any meeting reports and the financial information. Consider asking questions of clarification or information prior to the meeting by contacting staff or other Directors or committee members. You can then formulate discussion points or further questions for the meeting itself without having to re-hash a discussion held previously. Preparation for a meeting or discussion is as important as the way that information is conveyed. This is one of those areas of “personal credibility” for an Athlete Representative.

If you are on the NSO’s Board of Directors, understand that the Board has many areas of responsibility in addition to the high performance program. Some of the Directors at the table will be there with specific “portfolios” (ie: Coaching, Athlete Representative, Development, Marketing) but collectively, all Directors own responsibility for the organization as a whole. Be prepared for association business in all areas. Don’t look bored, or wonder why you are at the table for a discussion about marketing a new participation program or hiring a new Executive Director. More on this topic in part 3.2.

2.5.4 Being Listened to at a Meeting

What can an Athlete Representative do to be listened to at a meeting? You may be quite a bit younger than other Directors or committee members. You might be on a Board where many of the Directors have “been around forever” and the Athlete Representative position has been a revolving door. You may be involved in a sport where the concept of “athlete-centredness” is not yet part of the fabric of the organization, but a structural necessity dictated by Sport Canada. You may just not be presenting information very well.

There are steps that you can take:

- As noted above, do your meeting preparation
- Develop a plan to gain acceptance and credibility. Contact other Directors or committee members when you are appointed to introduce yourself. Develop a relationship with your new colleagues. Being an Athlete Representative is not an “us against them” position.
- Do your homework. The athlete group may want you to take an issue to a Board meeting that should really be addressed at a committee or staff level. Find out what the decision-making levels are within your NSO and then develop your strategy accordingly.

- Ask that appropriate issues or discussion items be put on agendas early in a meeting when participants are still fresh.
- Distribute information or reports before a meeting if possible. Information about issues, concerns or areas in which athletes are asking for change should be articulated concisely, logically and should also address differing opinions. You can diffuse dissension or vigorous debate by acknowledging alternatives early and explaining why your suggestion is preferable.
- Don't be emotional. You want the listeners to hear what you are saying, not remember that you became defensive or aggressive. Acknowledge questions and then answer them with logic. If you don't have an answer, acknowledge that and make sure that you find then find it. Follow-up with the new information.

2.5.5 Conducting Business Between Meetings

Issues of great importance need to be discussed at meetings where all concerned have an opportunity to provide input directly or through representation. But, the time between meetings can also be very productive. Use your relationship with your Director or committee colleagues to stay in touch with them between meetings. You might remind them about concerns from the athletes, or just keep them up-to-date about team events. Keep a short journal on tour and share it. Help them to feel like part of the team. This may create more empathy and understanding. E-mail can be a great tool for this. Create group contacts. Encourage them to reply with e-mails or cards to the team if at competitions.

Lobby with the appropriate people to keep your athlete vision front and centre. Develop key messages and use these messages continually.

2.6 Dealing with Conflict

Unfortunately, groups of people working together will almost always result in conflict at some point. It is often resolved very quickly and is regarded as no more than a difference of opinion. As an Athlete Representative, you may feel or be perceived to be in a vulnerable position if there is conflict between yourself and another Director, athlete, volunteer, staff member or coach. If you are still actively competing, make the distinction in your mind between your role as an athlete and that of an Athlete Representative. Make sure that everyone else also makes that distinction so that your team status is not caught up in a conflict involving the Athlete Representative position. When representing the position of athletes as a group, say "we" or "the athletes", not "I".

Regardless of the type of conflict with which you are dealing, there are several general rules that can be followed to try to diffuse a volatile situation.

- Try to reflect back your understanding of the other's position or opinion. Restate what you believe that they are saying. They may be raising valid questions that will help you to clarify your thinking. You may not be as far apart as you think.
- Value your discussion partner even though his or her opinion differs from yours. This can be a difficult one, but remember that ideas are not people. Don't demean and don't allow yourself to be put down.
- State your position or opinion using a calm and even tone and demeanour. Don't be defensive and don't raise your voice. You want people to hear and remember what you are saying, not just how you are saying it. Be professional.

If the conflict takes place in a meeting and the discussion continues past disagreement to the point of disruptiveness, specific steps should be taken:

- Most positions have some legitimacy attached to them that can be built upon. Identify areas of agreement in the differing opinions.
- To provide time to cool down, defer the subject to later in the meeting. But don't say that and then conveniently ignore the issue - it will not go away.

- If necessary, set the item aside to discuss at the next meeting. There may be more information needed or time required to “discuss between meetings”. A compromise may be found away from the emotions of a large meeting atmosphere.
- If someone is really disruptive, speak to them after the meeting or during a break.

If the conflict takes place in an informal personal or witnessed discussion and you feel that the issue has not been resolved, consider the following:

- Write everything down. Keep notes about the discussion, the conflict, the opinions on both sides and any inappropriate things said by either party.
- Park the discussion if necessary. Walk away by saying “we should continue this at another time when we can start again”, or “I need to think about what you are saying”.
- Create speaking notes. Put your thoughts down on paper instead of trying to respond to emotion. It will help to keep your thoughts straight.

SECTION THREE - WORKING WITHIN YOUR SPORT ORGANIZATION

Every sport organization works a little differently. Each sport has its own culture, traditions and nuances. But, by virtue of the accountability framework of Sport Canada and the legislated expectations of an incorporated non-profit entity in Canada, certain things will hold true for all sport organizations.

Within the Sport Canada Accountability Framework further outlined in 5.4.1, each NSO must minimally meet the following objective and standards in order to be considered athlete focused:

Objective: to develop high performance programs based on both the international competitive environment and athlete needs . . . programs that place both athletes and coaches in the forefront of NSO planning and decision-making. Athletes and coaches are defined as those who are involved in the high performance program.

National Standards:

- *A policy commits the NSO to the principle of a focus on athlete needs*
- *Peer elected/selected national team Athlete Representative(s) hold voting positions on the HP committee and are members of other NSO committees or Boards, where program and policy decisions affect them directly.*
- *National team athletes have annual input to the evaluations of both the HP program and the coaching staff.*

3.1 Functioning of Non-Profit Corporations:

The Canada Corporations Act (Part II) determines the general way that an incorporated non-profit association in Canada can function (ie: corporation without share capital). Within those general parameters, the Bylaws of the association dictate the specifics about membership, the Board, Standing Committees, general meetings and decision-making levels. The Bylaws are initially approved by the membership and thereafter can only be altered by the membership. Final approval for some Bylaws {subsection 155(2)} must also come from the applicable federal Minister responsible for Corporations (currently Industry Canada). The association's Bylaws are essential reading for an Athlete Representative. Understanding the different layers and decision-making roles will help you to understand where particular issues have to be addressed.

3.2 The Board of Directors

The Board of Directors or equivalent is the legitimate governing authority of the organization. It is a required element in an incorporated non-profit organization. Members of the Board are elected by the membership of the organization or appointed by a specific arm of the organization or an outside body. This is determined by the Bylaws of the association. As an Athlete Representative, you were probably elected or appointed by the high performance athletes, not by the membership as a whole.

The minimum size of a Board is three. The maximum number is up to the association, but there are usually 10 - 20 Directors. The make-up of the Board is at the discretion of the organization but the Bylaws must indicate that the Board of Directors has the power to manage the association. Other specific powers can be retained by the membership. All Directors, with the exception of ex officio (ie: by virtue of office) or honorary directors have a right to vote. Ideally, Directors will be recruited for Board positions based their expertise and the types of skills needed for that particular Board. Realistically, some sport organizations have trouble filling the Board of Directors slate at election time. That's why training and orientation by the NSO and a thorough understanding of the organization and the responsibilities of the Board on behalf of Directors becomes so important.

The Board will likely meet two or more times per year. The ways in which they can meet (face-to-face, teleconference, electronically) must be in the Bylaws. If you are traveling with the team at the time of a meeting, you may be able to join in through a speakerphone or videoconference.

If you are a Director, keep up to date with athlete issues throughout the year, and report back to your “constituents” after each Board meeting. However, Directors must also adhere to confidentiality policies and there may be items discussed by the Board that you are not free to share with others. Individually, a Director may represent certain segments of the organization, but collectively, the Board of Directors is responsible for management and governance of the whole association.

3.3 Committees:

There are usually two types of committees in an organization - a Standing Committee, which is included in the Bylaws along with specific information about how people get elected or appointed and duties of the committee members. High performance or national team committees are usually Standing Committees. The Board may also create “ad hoc” committees from time to time. By definition, these are short-term committees pulled together to perform a specific function or take on a particular task. One example is an ad hoc committee to revise a recognition program.

The Sport Canada Accountability Framework requires that Athlete Representatives be included as voting members on high performance committees. Other who may sit on these committees include coaches, technical staff members, a VP or Chair of High Performance and possibly other “members-at-large”. This is probably a committee of great interest to the Board as the national team provides such positive or negative profile to the sport, and a good portion of the association’s financial resources are usually allocated to the HP program. The decision-making authority of the committee will depend on its terms of reference. It may only be able to make recommendations to the Board, or it may have sweeping powers to determine programs and budget. Find out how the committee functions and what it can and can’t do.

Some sports may have multiple committees dealing with men’s and women’s programming or with different disciplines in the sport. If there is more than one Athlete Representative, you need to communicate regularly, but specifically before and after all committee meetings. A conference call or electronic message board can keep everyone up-to-date with issues and key messages. Athlete Representatives also have to remember to report back to their “constituents” after committee meetings.

3.4 Managing Change in an Organization:

Now you are the Athlete Representative and the high performance athletes have decided that they want a change in the organization. This could be anything from a significant change within the national team program such as regional training camps vs. a centralized program, to a change in the composition of the high performance committee or a revision of association Bylaws to add an athlete to the Board. What do you do?

Having read this far in the manual, you understand the decision-making layers and know how to be an effective leader for the athletes. But - change management???? Whoa!!! Actually, many of the same principles apply as have already been discussed.

- Understand the issues: You have to do your homework. Change can be threatening. You have to have the answers or at least know where to find them.
 - Why should the change be made? What isn’t working? What is the history? Is this a long-term or short-term proposal? What are the alternatives? What are the financial implications? Are there other examples that can be cited? (ie: other successful programs or organizations)
- Create a plan with a logical sequence of events, timing factors and responsibilities. What needs to be included in your plan?

- Where does this kind of decision get made? What is appropriate timing to implement this change? What is the timing for this type of decision? Who is in support? What is your lobbying strategy? How can key people help to influence the decision and therefore affect change?
- Understand your opponents: Some people will oppose change because they are worried about risk or failure. Others just don't like change - period. Still others will honestly feel that the status quo or an alternative to your plan is a better option. Respect their opinion as you want them to respect yours. And then - through a good analysis of the options and the reasons that you are proposing change in the first place, dazzle them with your proposal.
 - You likely won't convince everyone, but you only need to convince however many are needed to vote in favour.
 - Don't alienate your opponents. They can do quite a bit of damage even after the fact if they look at it as a battle lost.
 - Ask people of influence who agree with your position to speak on behalf of the proposal. They will add credibility and strengthen your position.
- Use other tools if necessary. Other influences can be brought to bear if needed. Consider media opportunities if appropriate. A legal opinion may be something that should be pursued if athletes' rights or opportunities are at issue. Use other organizations to support your position such as Athletes CAN, the COC, Sport Canada, CCES etc.

3.4.1 Changing Bylaws

Bylaws are the "laws" that govern an organization. They have been created over the years and approved by the membership to represent or dictate the way in which the organization will function. They should represent both the practice and the philosophy of the organization. But Bylaws aren't carved in stone and situations change. What is thought to be necessary now may not have been under consideration 10 years ago.

The athletes in your sport may decide that structural and functional changes should be made. These might include:

- creating a voting position(s) for Athlete Representatives on the Board of Directors; or
- creating an Athletes' Council as a Standing Committee of the organization
- creating positions for Athlete Representatives on important committees of the organization.

Within your NSO's Bylaws, there is a mechanism to amend or repeal the Bylaws. The Bylaws themselves will indicate the number of days and type of notice required, and the fact that it must be dealt with at a meeting of the membership called for that purpose. (ie: a General Meetings include any resolutions to add, repeal or amend Bylaws) Ask the Executive Director about how and when to submit a resolution to add, repeal or amend the Bylaws. The wording should mimic what is already in the Bylaws. Check the rest of the document and operating policies to make sure that your proposal will not be inconsistent or in conflict with something else.

Be prepared to do the planning noted in 4.4. Expect to lobby ahead of the meeting. Find supporters who will be in attendance and ask them to speak in favour of the motion. Provide speaking points for them if necessary.

Listen to the comments at the meeting and consider amending your motion if that will make it more palatable but will not change the intent.

If your resolution is not passed the first time, reflect on the comments that were made, revise your material if you are able, and get out there and lobby again. Sometimes, new ideas have to come to the floor of a meeting two or three times before they pass. Eventually, people will wonder what all the dissension was about.

3.4.2 Creating or Changing Policy

Revisions to policies such as Codes of Conduct, selection criteria, domestic tournament eligibility and operating procedures are usually initiated at the committee level. Outside of the Bylaws, each NSO can determine their own levels of decision-making authority within the organization. Committees will usually study an issue and develop a recommendation. Depending on the policy and the NSO, this will then need to be ratified by the Board, a committee or the membership as a whole. Regardless of the level, the recommendation may be accepted, revised or rejected.

The principles to bring about change are the same as already discussed although the logistics may be different. Find out what the timing is for the type of change that you hope to bring about. Timing is a crucial element. Determine who is influential in this area and try to get them involved or at least in agreement. Create a plan listing all of the pros and cons, and lobby the people who will be involved in or able to influence the decision.

3.5 Creating an Athlete's Council

Every sport has issues that are pertinent to high performance athletes. These may include team selection, competitive schedules, training conditions and expectations, assistance with time off work to travel, carding, team coaches or support personnel, Athlete Representative at the table, conduct issues, communication etc, etc. The list is extensive. Athletes need to be part of the development of these policies and practices, as well as the decision-making bodies that ratify or approve them.

But unless athletes are at the table, you may not be heard. Athletes need to ensure that the decisions made take athletes' interests into account. Formation and on-going meetings of an Athletes' Council has been the answer to more effective communication and representation for many sports. Athletes CAN has examples of the terms of reference for some existing Councils.

This list is a basic step-by-step process to creating an Athletes' Council:

1. Get a group of interested athletes together and determine whether or not the sport needs an Athletes' Council.
 - o What will the Council try to do for athletes?
 - o What are some of the issues facing you in your sport?
 - o Which athletes will be included through this representation? (ie: age-group teams?, developmental pool?)
 - o How will a Council function? (structure, communication, working with other parts of the organization)
2. An Athletes' Council could function on an informal basis and not be officially recognized by the sport. Your influence may be limited and the athletes will have to meet at camps, by phone or e-mail. To be formally recognized by the NSO, decide whether the Council should be included in the Bylaws or in policy. Then, follow the suggestions in part 4.4. Ideally, you want the NSO to recognize the Athletes' Council as the voice of the HP athletes, and the Athlete Representatives as their ambassadors at meetings.
3. Decide how meetings will take place. Funding for meetings is always an issue. A good alternative is to meet electronically. A message board for athletes (password protected) on the NSO web site or a list-serve for athletes may be viable options if supported by your sport.
4. Make sure that all athletes are well-represented, (i.e. national team, juniors, developmental, women, men, and different disciplines).

5. Between formal meetings, communicate informally at events or electronically to keep all athletes well-informed about issues.
6. From day one, the Athletes' Council should endeavour to be "solution oriented". It is one thing to find a situation or issue about which you are not happy - it is more difficult but so much more productive to develop solutions and recommendations to address those issues.
7. Develop a communication plan for the Council. Different components of the plan should cover internal communication amongst the athletes, formal communication with the Board and committees through the Athlete Representatives, including a determination of which committees should have athletes reps sitting as members, and informal communication (with key messages) for meetings and events.
8. Utilize the services and expertise of Athletes CAN.

3.6 Including All of the Athletes' Voices

One of the key but most difficult issues in being an effective Athlete Representative is making sure that you represent all athletes. Your sport may have a number of positions for Athlete Representatives. Different Athlete Representatives may sit on different committees, or different teams or events may have their own Athlete Representative. Regardless, communication between Athlete Representatives and back to the constituents is crucial.

A strong plan for communication is key. If your sport has an Athletes' Council, it will be your conduit back to all athletes. If there are multiple Athlete Representatives, you should communicate regularly. Don't forget to include the age-group athletes, gender equitable and "cultural voices" (if applicable), and athletes with a disability within your organization.

SECTION FOUR - ADDITIONAL ISSUES FOR ATHLETES

Many Athlete Representatives ask themselves - "What do I need to know? What questions will the athletes ask me?" Think back to when you were just joining the national team or had just been identified for age-group international competition. What were the areas about which you had little information, but were vitally important to you, or just plain confusing? Athletes will ask you questions about athlete agreements, funding opportunities, why a certain regulation is in place or how they can resolve a conflict with a coach or another athlete. The resources available to athletes have grown considerably in the past decade and you will be able to refer your colleagues to a number of sources. Even if you don't know the answer, you can learn where to find it.

4.1 Athlete Assistance Program

The current Sport Canada policy governing the Athlete Assistance Program (AAP) is at http://www.patrimoinecanadien.gc.ca/progs/sc/prog/index_e.cfm. Funding is always an area of concern for athletes and as the Athlete Representative, you should be familiar with AAP.

The goal of the AAP is to contribute to improved Canadian performances at major international sporting events such as the Olympic Games, Commonwealth Games, Pan Am Games, Paralympic Games and World Championships. The AAP identifies and supports athletes already at or having the potential to be in the top 16 in the world. It provides a monthly stipend to help with training and competitive needs. To receive AAP, athletes must be available to represent Canada in major international competitions, including World Championships, Olympic Games and Paralympic Games, must participate in preparatory and annual training programs and must adhere to their Athlete/ NSO Agreement.

4.1.1. AAP Eligibility Criteria -

- The athlete must be a permanent resident of Canada on the date of the beginning of the carding cycle
- The athlete must have been a legal resident in Canada (student status, refugee status, work visa or permanent resident) for a minimum of one year before being considered for AAP support.
- The athlete is normally expected to participate in NSO-sanctioned programs during the one-year time period.
- Under the applicable ISF' eligibility, the athlete must currently be eligible to represent Canada at major international events including World Championships.
- The athlete must meet the carding criteria as a member of a Canadian Team at international events or in an applicable domestic event or event sanctioned by the NSO.
- For athletes in Olympic or Paralympic sports, following a three-year period as a permanent resident, continued eligibility to receive AAP support is contingent on the athlete becoming eligible to represent Canada at the Olympic or Paralympic Games.
- Athletes in non-Olympic events under consideration for inclusion in a future Olympic Games, may be considered for carding following confirmation by the IOC that the sport/event has been added to the program of the next Olympic Games.

Cards are available to athletes in both individual and team sports. There are three main types of financial support to eligible athletes:

- Living and training allowance,
 - Senior Card - \$1,100 / month
 - Development Card - \$500 per month
- Tuition support, including deferred tuition support,
 - post-secondary tuition support is available during the period the athlete is carded. Deferred tuition support provides tuition credits to carded athletes for each year they are carded and allows them to use these credits when they have retired from sport or are no longer carded (must be within 5 years of the last year of carding support.)

- Special-needs assistance.
 - All special-needs requests from athletes must initially be sent to the NSO for recommendation. 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.

4.2 Scholarship Opportunities for Athletes:

There are a number of scholarship opportunities for high performance athletes. A few of the opportunities are listed below. In addition to these, athletes should contact their post-secondary institution (if applicable) to find out about scholarships for athletes competing for a university or college, as well as academic scholarship options. Many Provincial Sport Organizations and National Sport Organizations also have internal scholarships established as “memorial” tributes to past members or Directors, or scholarships supported by corporate sponsors. Athletes should contact the appropriate sport organization to investigate this possibility.

Various Service Clubs such as Rotary International, Kin Canada, the Lions Clubs or the Royal Canadian Legion offer scholarships and bursaries. The clubs in the athlete’s town or city should be contacted for information and deadlines.

4.2.1 Athletes CAN Team Investors Group Amateur Athletes Fund:

Athletes CAN awards twenty bursaries (\$5,000 each) to amateur athletes each year. The eligibility criteria and application process are outlined on the web site. (www.athletescan.com/e/bursary.)

4.2.2 The CAAWS Stacey Levitt Scholarship:

Several scholarships and bursaries are offered each year to Canadian athletes on behalf of this scholarship program. (www.caaws.ca)

4.2.3 COC Scholarships:

Scholarship programs for athletes are available through the Olympic Legacy Coaching Fund, the Petro Canada Olympic Torch Scholarship Fund, CAAWS/COC Carol Anne Letheren International Leadership Award, Carol Anne Letheren Leadership & Sport Scholarship and the Dairy Farmers of Canada Pure Determination Fund. (www.olympic.ca)

4.3 Athlete Agreements:

National Sport Organizations require their high performance athletes to enter into an Athlete Agreement between the NSO and the athlete. It sets out the obligations of both the athlete and NSO, and the procedure to be followed if those obligations are not met. Each sport has its own specific content, but in general, athletes are expected to fulfill training and competitive responsibilities, follow marketing or promotional requirements, make themselves available for doping control tests and adhere to the Athlete Code of Conduct. In return, the agreement stipulates the obligations of the NSO such as notifying athletes about selection criteria, providing an appropriate appeal process for any disputes, and providing any funding support outlined in the agreement.

4.3.1 Athlete Agreement Content:

As Athlete Representative, you can help educate your fellow athletes about the agreement content and its ramifications and intent. 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. 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. Every athlete should know and understand their own obligations and the responsibilities and obligations of the NSO.

Athlete CAN has an Athlete Agreement template and examples of various Athlete Agreements on the web site (www.athletescan.com). Staff can also help with questions about content. In addition to specifying the time period during which it is in effect, the agreement should lay out the obligations of the NSO and the athlete in several areas. 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 (ie: Code of Conduct, Selection Criteria for pertinent camps and/or competitions).

- NSO Obligations:
 - Team Selection
 - Withdrawal of selection privilege
 - Athlete Development
 - Athlete Eligibility
 - Funding Assistance
 - Athlete Uniform
 - Athlete Representative
 - 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

The agreement should contain joint obligations in the areas of:

- Marketing, fundraising and sponsorship
- Disciplinary Policies and Procedures
 - Expectations of behaviour
 - 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

4.3.2 What Rights Do Athletes Have?

The information below 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 Findlay⁴. 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 behavioural expectations or limit some individual decisions for the over-all 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 sport organization.

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. (ie: selection criteria, code of conduct)
 - The athlete must have an opportunity to present their case at an 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.

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.

4.3.3 Dealing with Decisions made by an NSO:

Decisions that affect the competitive opportunities and future of athletes are made a number of times each year. Every time a team is named, someone is left off. Every time a carding list is announced, some names are not included. It is critical that every NSO has defined and fair policies and procedures for team selection, carding, representation to committees, marketing and fundraising opportunities, discipline and other situations that may direct or limit benefits to athletes. All decisions of a sport organization must comply with the legal definition of procedural fairness as discussed in 4.3.2.

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

If an athlete needs more advice than you are comfortable providing, refer them to "The Sport Solution". (www.athletescan.com/e/sport_solution) In 1996, Athletes CAN, the University of Western Ontario Faculty of Law, the Sports Law Centre and the Dispute Resolution Centre created the Sport Solution as a not-for-profit program to help high performance Canadian amateur athletes resolve legal conflicts. It is available free of charge to all members of Athletes CAN. The Sport Solution is committed to achieving athlete centred sport by counselling and advocating on behalf of Canadian amateur athletes so that they may take action with respect to sports related legal issues that affect them. Services include advice on preparation for appeals and arbitration and the Athlete Agreement.

4.4 Harassment Issues in Sport:

Unfortunately, harassment is an issue in sport. Over the past few years, the media and growing knowledge have brought situations to light that at another time may have been swept under the rug. The tenuous relationship that exists between an authority figure and someone with less overt power can be a minefield. Not every coach-athlete relationship is a negative one. Many athletes name their coach or other sport officials as being critical to their development and success as an athlete. However, as an Athlete Representative, you should be aware of harassment as a possibility in our sporting environment. Check out this web site for several informative articles on harassment in sport.

(<http://www.ethicalsport.ca/eng/harassment.cfm>) Every NSO should have an Harassment Policy that defines harassment and provides a procedure to follow if someone needs to file a complaint.

What is harassment? Harassment is unwanted, uninvited remarks, gestures, comments or actions that make someone feel unsafe, degraded or uncomfortable. It creates an intimidating, hostile or offensive environment which interferes with the enjoyable pursuit of sport. Harassment is about the impact of the behaviour, not the intent behind it. The accepted standard is that if a reasonable and objective person thinks that the behaviour is harassing, then it will likely be found to be so. The onus on each of us is to stop the behaviour that someone else has identified as making them feel uncomfortable. When the individual doing the harassing is in a position of authority, such as a coach or team official or senior athlete, there may be a reluctance on the part of an athlete to submit a complaint. As an Athlete Representative, you can assist the athlete by providing advice or supporting the harassed athlete when they request that the offending individual cease the harassing behaviour.

The standard for both harassing behaviour and for failing to stop it is that a person *ought reasonably to have known* that their behaviour (actions, gestures or remarks) was unwelcome, humiliating or intimidating or that the behaviour exhibited (actions, gestures or remarks) as a person in authority was harassment.

Athletes should feel safe, comfortable and free from intimidating behaviour when training and travelling for Canadian teams. This checklist is a good tool for Athlete Representatives to use with other athletes to evaluate the athletic environment of the sport.

1. Do you feel safe training at this facility?
2. Do you feel safe as you travel to and from this facility?
3. Do spectators harass you or your teammates?
4. Are the coaches and other officials equipped to deal with harassment?
5. Does your coach make you feel uncomfortable with looks, touching, comments or other behaviours?
6. Does your coach make sexist, racist or other derogatory comments?
7. Does your coach make humiliating comments about your body?
8. Does your coach touch you in inappropriate ways?
9. Does your coach understand the difference between appropriate and not physical contact?
10. Do you feel safe if you find yourself alone with your coach?
11. Have you talked to others in your club, team about this coach's attitudes and behaviours? If there are incidents of harassment, what can be done to stop it and prevent any reoccurrence?
 - o Name the Harassment

- pay attention to what is going on
- ask participants if harassment is occurring
- Interrupt the Harassment
 - intervene sooner rather than later -- don't let an incident escalate
 - keep the victim safe from further harm
 - quickly review the steps to take under the relevant harassment policy
 - if you feel confident, use your judgment to bring about an informal resolution: apologies, removal of the harassers
 - remind the harassers that threats of retaliation will be treated as further incidents of harassment
- Report the Harassment
 - report it to your supervisor or sport organization
 - find out about the NSO's Harassment Policy and support the athlete in following the procedure to file a complaint
 - Document the incident, the steps you took and your follow up -- file a copy with the appropriate body
- Follow Through
 - ask for advice from the Sport Solution or the CSC with which you train
 - maintain confidentiality about situations that are disclosed to you

4.5 Retiring Athletes:

You may or may not be thinking about retirement at this particular point in your athletic career, but it will happen some day. It may be your choice, it may be forced upon you through injury or it may be that you don't make a team and time slips away until you decide that it's too late to try again. Regardless, every national team athlete has to make that transition to being a former national team athlete. As an Athlete Representative, you can help your fellow athletes with suggestions on different resources that they can access as they consider retirement.

The Canadian Sport Centres, through their Athlete Services departments, have various types of resources for retiring or retired athletes. The COC engages Warren Sheppell Consultants to provide free counselling and referral services to Canada's Olympic and Pan American Games athletes, including career planning. The AAP's deferred tuition credit opportunity enables a retired athlete to pursue or continue a post-secondary program within five years of being carded.

Retired athletes have a great deal to contribute to the Canadian sport system. Retirement may be the time for them to get involved as coaches, officials or sport administrators. Many sports have "masters" competitions at the national and international levels. Your sport may need retired athletes to offer their expertise on programming or technical committees or in the development of technical materials. Encouragement from the Athlete Representative to the retiring athlete to stay involved in some capacity or to come back after a short break may be the catalyst needed. We need the knowledge that athletes develop over their years of training and competition and we need to nurture and support that knowledge to empower other athletes to life-long involvement with sport.

SECTION FIVE - INFORMATION ON THE CANADIAN AND INTERNATIONAL SPORT SYSTEMS.

It may seem pedantic to include information on the Canadian sport system in a manual for members of Canadian National teams, but many athletes have been focusing so hard to get to that level that they haven't had the time or the inclination to learn about the various "organizational players" in the system. Sport organizations make decisions that can affect the participation of individual athletes and of Canadian teams at various events or games. Your own sport organization has developed rules, regulations and procedures that determine team selection, resource allocation and programming priorities. We also seem to have a love affair with acronyms in sport, so sorting those out is an education unto itself. This section is your one-stop shopping guide to "what is what" when it comes to linking different organizations in the sport system together.

5.1 Individual Sport Organizations

5.1.1 National Sport Organizations or National Sport Federations (NSO's or NSF's):

In Canada, the National Sport Organization or Federation (NSO or NSF) is responsible for the development and promotion of a sport. We will use the term National Sport Organization or NSO in this manual for clarity. The organizations were usually started by an individual or group who had a passion for the sport and who wanted to organize a championship, or to enable a "national" team to be named for some event. Most of those opportunities were completely athlete-funded. In 1961, the "Canadian Fitness and Amateur Sport Act" was enacted. The first grants were made to NSO's in 1964. The National Sport & Recreation Centre opened its doors in 1970, and the first Canadian "Game Plan" for high performance funding was launched in 1973, three years before Canada hosted the 1976 Olympic Summer Games in Montreal. Additional significant dates for Canadian sport development can be found in the appendices.

The applicable Canadian National Sport Organization is recognized by a sport's international governing body as the association having jurisdiction over that sport in this country. Over 50 NSO's receive funding from Sport Canada (see 5.4.1) while another 20+ NSO's do not receive Sport Canada funding but do organize domestic competitions and represent Canada internationally for their sport.

There are also a number of organizations responsible for the development of sport for persons with disabilities. Some sports for persons with disabilities may be governed by both a sport organization for the disabled and a national sport organization with programming for both able-bodied and disabled participants. A similar structure has been developed for Aboriginal athletes in Canada. "Aboriginal" is an all-inclusive term that refers to the First Nations, Métis, and Inuit peoples of Canada.

URL's for many NSO's are on the Sport Canada web site. <http://www.patrimoinecanadien.gc.ca/progs/sc>

5.1.2 International Sport Federations (ISF's):

Your national sport organization is a member of an International Sport Federation (ISF). The ISF's individual web site 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 also are 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.

5.2 Organizations That Empower Canadian Athletes

5.2.1 AthletesCAN: (www.athletescan.ca)

As mentioned at the beginning of the manual, Athletes CAN is an association of Canada's National Team Athletes. Athletes who are members of senior national teams, or athletes who have retired from a senior national team within the past 8 years are considered members of Athletes CAN.

The mission of Athletes CAN is to work with partners in leadership, advocacy and education to ensure a fair, responsive and supportive sport system for high performance athletes in Canada. In fulfilling this mission, Athletes CAN is committed to the values of accountability, equity, inclusiveness and mutual respect. As a respected advocacy entity in the Canadian sporting community, the vision of Athletes CAN is to have a significant positive impact on the life of senior national team athletes by acting as their collective voice in Canada.

Athletes CAN has a number of programs and services available to all member athletes.

- Team Investors Group Amateur Athletes Fund: The Fund awards twenty bursaries of \$5,000 to Canadian amateur athletes each year.
- Bell Athletes Connect Program: This program provides cell phones and calling credits to eligible athletes.
- Dale Carnegie & Associates and Athletes CAN offers \$1,525 scholarships to enable athletes to enroll in a Dale Carnegie program.
- Sport Solution - The Sport Solution helps high performance Canadian amateur athletes resolve legal conflicts. It is the only program of its kind in North America and is available free of charge to all members of Athletes CAN. (see 4.3.3)
- Athlete Agreement Project - The Athlete Agreement Project is intended to educate athletes by outlining the support an athlete can and should expect to receive from their National Sport Organization, and indicating the cooperation and conduct that is expected and required from athlete until the Agreement expires.
- Athletes Forum - The Forum is Athletes CAN's annual flagship event. With over 120 athletes from over 40 sports, it is the largest and most inclusive gathering of Canada's national team Athlete Representatives outside of competition. Every elected Athlete Representative from a senior national team is invited to the Athletes Forum to discuss current issues, to network with others, share ideas, learn about the sport system, develop leadership skills, and to elect the Board of Directors.
- FAST Forward Newsletter - FAST Forward is an electronic newsletter available through the Athletes CAN web site.

5.2.2 Canadian Sport Centres (CSC): (www.canadiansportcentres.com)

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 NSF may centralize their national team within a CSC's region and use a wide variety of athlete and coaching services, or an NSO may arrange to have their athletes access the athlete service and training services within their home region as individuals. Founding partners at each of the centres include Sport Canada, the Canadian Olympic Committee, the Coaching Association of Canada and the applicable provincial government. Centres might 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. Go to the CSC web sites for up-to-date program, service and contact information.

- Victoria (www.pacificsport.com)
- Vancouver (www.pacificsport.com)
- Calgary (www.canadiansportcentre.com)
- Regina (www.sasksport.sk.ca/csc-sk)
- Winnipeg (www.nscm.ca)
- Toronto (www.cscontario.ca)
- Montreal (www.multisport.qc.ca)
- Halifax (www.cscatlantic.ca)

5.2.3 Sport Dispute Resolution Centre of Canada (SDRCC): (www.adrsportred.ca)

The Physical Activity and Sport Act of 2003 established the Sport Dispute Resolution Centre of Canada (SDRCC) on April 1, 2004 to ensure the fair, equitable, transparent and timely resolution of disputes in Canadian sport. Operating at arms length from the government and sport organizations, the SDRCC has a mandate to prevent and resolve disputes within Canada's amateur sport community. It builds on the success of the ADRsportRED program by offering resource materials and links to web sites focussing on dispute resolution. (The ADRsportRED program was put into place on a temporary basis, after the 2000 national sport plan meetings). If disputes cannot be prevented, the SDRCC offers out-of-court settlement options such as mediation and arbitration. NSO's, Multi-sport Organizations (MSO) and CSC's that receive Sport Canada funding must provide for an appeal to the SDRCC after their internal processes have been exhausted. A Major Games Package has been developed that offers guidance designed to prevent disputes around team selection. The information can be accessed through the web site. As of June 1st 2004, all doping disputes are being heard by the SDRCC.

5.3 Major Games Organizations

5.3.1 The Olympic Games

5.3.1.1 The Canadian Olympic Committee (COC): (www.olympic.ca)

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 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 and Pan American Games
- 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

The COC is committed to helping athletes achieve excellence through support of athletes, coaches and programs that demonstrate the greatest potential for international success. A number of COC programs under the "Team Canada" banner specifically target athletes:

- Olympians Canada - a non-profit organization created to enable Olympians in Canada to establish contact or reunite with fellow Olympians.
- Olympic Excellence Series - Held for the first time in June 2004, the annual Olympic Excellence Series brings together successful Olympians from the past to share wisdom and experiences with Olympic hopefuls through team building activities and games preparation sessions.

- Olympic Mentoring Network – The network connects Olympians who can provide advice on topics such as careers, networking and education with Olympians and Olympic hopefuls.
- Warren Sheppell Consultants provide free counselling and referral services to Canada's Olympic and Pan American Games athletes.
- The Canadian Olympic Excellence Fund specifically rewards potential sport success and provides direct financial assistance to high performance athletes and coaches. The Fund also supports national sport federations and six Canadian Sport Centres.
- The COC also has scholarship programs for athletes and coaches through the Olympic Legacy Coaching Fund, the Petro Canada Olympic Torch Scholarship Fund, CAAWS/COC Carol Anne Letheren International Leadership Award, Carol Anne Letheren Leadership & Sport Scholarship and the Dairy Farmers of Canada Pure Determination Fund.

The COC has an Athletes' Council with representatives elected from eligible athletes.

5.3.1.2 International Olympic Committee: (www.olympic.org)

The International Olympic Committee (IOC) was founded in 1894 by Baron Pierre de Coubertin who was inspired to revive the Olympic Games of Greek antiquity. The IOC is an international non-governmental non-profit organisation and the umbrella organisation for the Olympic Movement. It owns all rights to the Olympic symbols, flag, motto, anthem and Olympic Games. Its primary responsibility is to supervise the organisation of the summer and winter Olympic Games. It ensures the regular celebration of the Olympic Games and strongly encourages, by appropriate means, the promotion of women in sport, that of sports ethics and the protection of athletes.

The IOC is composed of a maximum of 115 co-opted members who 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 organisation, marketing, broadcasting and reproduction of the Olympic Games, the IOC ensures the continuity of a unique and universal event. The Olympic Movement receives most of its funding from the Olympic Games rights bought by broadcast networks. However, it also benefits from the Olympic Partners worldwide sponsorship programme (TOP) comprising multinational companies.

In December 1998, allegations were made against the Bid Committee for the XIX Olympic Winter Games in Salt Lake City in 2002. The subsequent investigation resulted in four resignations, six expulsions and ten official warnings against members as well as a number of structural and procedural changes, including the addition of 15 active Olympic athletes as IOC members and elected by their peers at the Olympic Games.

Current Canadian member on the IOC:

- Richard Pound (elected 1978) Montreal. (1960 Rome Olympics - Swimming).
- Paul Henderson (elected 2000) Toronto. (1964 & 1968 Olympics - Sailing).
- IOC Honorary member James Worrell of Canada was also an Olympian in 1936.

Web sites for upcoming Olympic Games:

- 2006 Torino Winter Olympic Game (www.torino2006.it)
- 2008 Beijing Summer Olympic Games (www.beijing-2008.org)
- 2010 Vancouver Winter Olympic Games (www.vancouver2010.com)

5.3.2 The Paralympic Games

5.3.2.1 The Canadian Paralympic Committee (CPC): (www.paralympic.ca)

The Canadian Paralympic Committee (CPC) governs Canada's participation in the summer and winter Paralympic Games. The mission of the CPC is to develop and grow the Paralympic Movement in Canada. The CPC believes in sport that is both fun and an agent for personal and social growth, having an athlete focus by acting in the best interests of the athletes, the pursuit and achievement of excellence in all interests, equity exemplified by fairness, opportunity, integrity and trust and providing leadership in the advancement of the Paralympic Movement.

The CPC has a number of programs that assist athletes and promote the Paralympic message:

- Pfizer Heroes & Mentors Program - a speakers bureau of Paralympians for schools and corporations.
- Petro-Canada Paralympic Schools Program - a free on-line educational resource designed to help students from grades 4-9 learn about the Paralympic Movement and its true Canadian sport heroes.
- Adopt a Paralympian Program - gives participating organizations and schools a direct and personal connection to the one of the elite athletes headed to Athens in 2004.
- Paralympic Booster Club - provides Canadians with an opportunity to get closer to the Paralympic Team and to support the Team's participation in the 2004 Summer Paralympic Games in Athens.
- Paralympic Hall of Fame - The CPC inducts individuals who have had a tremendous impact on developing the Paralympic Movement in Canada throughout their career as athletes, coaches and/or administrators.

The CPC also has a funding program for NSO's governing sport for persons with disabilities.

5.3.2.2 International Paralympic Committee (IPC): (www.paralympic.org)

The word "Paralympic" derives 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 co-ordinates the Paralympic Games and other multi-disability competitions on elite sports level, including world and regional championships. It is an international non-profit organization formed and run by around 160 National Paralympic Committees and 4 disability-specific international sports federations. The national sports organizations that created IPC are convinced that the future of sport for persons with a disability lies in bringing together athletes with different abilities to hold joint competitions.

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, using 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 their international sports organizations that arranged various 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
- ISMWSF: International Stoke Mandeville Wheelchair Sports Federation
- ISOD: International Sports Organization for the Disabled
- CISS: Comité International Sports des Sourds

Canadian Ljiljana Ljubisic (Athletics) currently chairs the IPC Athletes' Committee.

Web sites for upcoming Paralympic Games:

- 2006 Torino Winter Paralympic Games (www.torino2006.it)
- 2008 Beijing Summer Paralympic Games (www.beijing-2008.org)
- 2010 Vancouver Winter Paralympic Games (www.vancouver2010.com)

5.3.3 The Commonwealth Games

5.3.3.1 Commonwealth Games Canada (CGC): (www.commonwealthgames.ca)

Commonwealth Games Canada (CGC) strengthens sport within Canada and throughout the Commonwealth through participation in the Commonwealth Games and by using sport as a development tool within the Commonwealth. To achieve its mission, vision and commitments, the CGC consistently strives to put its values into action. The values of "Caring, Justice and Development" are based upon its history and what motivates its future.

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 of eliminating poverty and promoting people-centred 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.

The Canadian Sport Leadership Corps (CSLC) is an internship program delivered by the IDSU of CGC, which uses the "development through sport" concept to address social issues in Africa and the Caribbean. The eight-month CSLC intern positions are offered to recent Canadian university graduates who have been positively influenced by sport and are prepared to share their experience and expertise in developing countries.

5.3.3.2 International Commonwealth Games Federation (CGF): (www.thecgf.com)

The first Commonwealth Games were held in 1930 in Hamilton, Ontario. From 1930 to 1950 the Games were known as the British Empire Games, and following that, the British Empire and Commonwealth Games until 1962. From 1966 to 1974 they took on the title of British Commonwealth Games and from 1978 onwards they have been known as simply the Commonwealth Games. The CGF is responsible for the management and organization of the Commonwealth Games. However, the continuing success of the Games has helped to influence the outreach of the Commonwealth and to strengthen its bonds. Underlying every decision made by the CGF are three core values: humanity, equality and destiny. These values help to inspire and unite millions of people and they symbolize the broad mandate of the CGF within the Commonwealth.

Canadians Bruce Robertson, Vice President (Swimming - 1972 Olympics & 1974 Commonwealth Games) and Trevino Betty, Athlete Representative (Athletics - 1994 & 1998 Commonwealth Games, 1999 Pan American Games) both sit on the CGF Executive.

5.3.4 The Pan American Games

The COC is mandated by the IOC to be the franchise holder for the Olympic Games and continental games such as the Pan-American Games. See part 5.3.1.1 for information on the COC.

5.3.4.1 Pan American Sport Organization (PASO): (www.odepa-paso.org)

Although a proposal for an organization to promote amateur sport in the Americas was first proposed by Mexico in 1932, the first Pan American Games were not held until 1952 in Buenos Aires with 2,513 athletes from 22 participating countries. The Games are held every four years during the summer preceding the Olympic Games, and follow a format similar to the Olympics. Most of the sports are the same, although a number not on the Olympic program are contested at the Pan Am Games. Demonstration sports can also be included at the request of the host country. Canada has participated in every Pan American Games except 1952. The Games have been held in Canada twice, in 1967 and 1999, both times in Winnipeg. The Pan American Sports Organization (PASO) consists of 42 National Olympic Committees in the Americas. It is headquartered in Mexico City and the official languages are Spanish and English.

Web sites for upcoming Pan American Games:

- 2007 Rio de Janeiro Pan American Games (<http://www.cob.org.br/pan2007/ingles/indexing.asp>)

5.3.5 World University Games (FISU Games)

5.3.5.1 Canadian Interuniversity Sport (CIS): (www.cisport.ca)

The International Program Services (IPS) section of Canadian Interuniversity Sport (CIS) is responsible for Canada's participation in the World University Games or the FISU Games {from the French acronym of the governing body, the Fédération Internationale du Sports Universitaire (FISU)}. As the Canadian member of FISU, the IPS is mandated to facilitate high performance competitive opportunities for student-athletes who are Canadian, between the ages of 17 and 28, and enrolled full-time in a post secondary institution.

2.3.5.2 Federation Internationale du Sport Universitaire (FISU): (www.fisu.net)

The Federation Internationale du Sport Universitaire (FISU) was founded in 1949 and is responsible for the supervision of the Summer and Winter Universiades or FISU Games, and various World University Championships. The FISU Games and Championships are open to all student athletes who have not been out of university or its equivalent for more than a year and that are between 17 and 28 years old. FISU has a General Assembly representing the 134 National University Sports Federations, and is funded through membership fees, organizing and entry fees, television incomes, and marketing activities.

The FISU Games is an international sporting and cultural festival staged every two years, alternating between summer and winter games. The summer event has 10 compulsory sports (Athletics, Basketball, Fencing, Football, Gymnastics, Swimming, Diving, Water Polo, Tennis, Volleyball). The host country may choose up to three optional sports. The winter games have 6 compulsory sports (Alpine Skiing, Nordic Skiing, Ice Hockey, Short-Track Speed Skating, Figure Skating, Biathlon). The host country may select one or two additional optional sports.

There are University World championships in Archery, Badminton, Canoe-Kayak, Chess, Cross Country, Cycling, Futsal, Golf, Handball, Horse Riding, Orienteering, Judo, Karate, Rowing, Table Tennis, Taekwondo, Triathlon, Squash, Windsurfing and Wrestling. The dates and locations for these events are on the FISU website.

Web sites for upcoming FISU Games:

- 2005 Izmir Summer FISU Games (www.universiadeizmir.org)
- 2005 Innsbruck Winter FISU Games (www.universiade-innsbruck.org)
- 2007 Bangkok Summer FISU Games (www.universiade2007.org)

- 2007 Torino Winter FISU Games (www.universaiditorino2007.it)

5.3.6 North American Indigenous Games (NAIG)

The North American Indigenous Games (NAIG) is a multi-sports and cultural celebration for the Indigenous peoples of Canada and the United States, including people of First Nations, Métis, and Inuit heritages. The need for such an event was based on the realization that Indigenous athletes have not been provided the same opportunities to participate in domestic or international games, as have their non-Indigenous counterparts. Since the games were first held in 1990 in Edmonton, Alberta, the NAIG has grown into a massive event with approximately 8,000 athletes competing at the 2002 NAIG in Winnipeg, Manitoba. The sport program usually includes 16 events, many of which are “mainstream” (i.e., basketball) and others that are derived explicitly from Indigenous cultures (i.e., lacrosse). The NAIG Council, comprised of 26 representatives (13 Canada / 13 United States), oversees the management and direction of the games. In the past, these games have been held whenever funding and human resources were available but a funding framework is now being developed to ensure the NAIG can be hosted on regular basis, every three years. As well as providing Aboriginal athletes with viable and culturally meaningful opportunities to participate in competitive sport, the NAIG have been essential in the revitalization of Indigenous cultural pride on both sides of the border.

Canada has hosted the games four of the five times that they have been held – Edmonton (1990), Prince Albert (1993), Victoria (1997) and Winnipeg (2002). Unfortunately, the 2005 Games scheduled for Buffalo have cancelled.

5.3.6.1 Aboriginal Sport Circle (ASC) (www.aboriginalsportcircle.ca)

Established in 1995, the Aboriginal Sport Circle (ASC) is Canada’s national voice for Aboriginal sport and recreation, which brings together the interests of First Nations, Inuit and Metis peoples. The ASC was created in response to the need for more accessible and equitable sport and recreation opportunities for Aboriginal peoples in Canada. As such, it is a Multi-Sport Organization with a “sport body” in each province and territory throughout Canada (13 in total). Each “sport body” is responsible for developing sport and recreation opportunities for Aboriginal peoples, especially youth, in its region. Because the ASC serves in an “advisory” capacity to the NAIG Council, each regional “sport body” has representation on the NAIG Council.

5.4 Government

The Government of Canada's over-all objective in its support of amateur sport is the achievement of high performance excellence through fair and ethical means. To pursue this objective, the federal government has set its priorities for sport on athletes, coaches, NSO's, increased access to and participation by under-represented groups (i.e., women, people with disabilities, Aboriginal peoples), and initiatives that advance broad federal objectives.

5.4.1 Sport Canada: (www.patrimoinecanadien.gc.ca/progs/sc/)

Sport Canada is a branch of the International and Intergovernmental Affairs Sector within the federal Department of Canadian Heritage. The department is dedicated to valuing and strengthening the Canada experience. Sport Canada has three divisions: Sport Programs, Sport Policy, and Major Games and Hosting. Sport Canada supports the achievement of high performance excellence and the development of the Canadian sport system to strengthen the unique contribution that sport makes to Canadian identity, culture and society.

The new Canadian Sport Plan (2002) has goals in the following three categories: enhanced capacity, enhanced excellence and enhanced participation. In the Accountability Framework of eligibility for funding national standards have been developed that require each NSO to meet or exceed the minimum standard in nine key areas:

- Enhanced Capacity
 - Sport development
 - Official languages
 - Women and sport and physical activity
 - Governance
 - Under-represented groups / accessibility
 - Targeting participants
 - Values and ethics
 - Harassment and abuse
- Excellence
 - High performance
 - **Athlete focused**
- Participation
 - new participants

Federal funding for an NSO is based on a variety of factors including high performance results, participation development plans and organizational competencies. In the high performance category, an organization's score is based on both athlete results and the NSO's high performance system. The score for athlete results is calculated by weighting World Championships and Olympics / Paralympic results by factors specific to the sport. The high performance system score looks at the way in which an NSO operates its national team and support programs. Factors related to coaching, training, athlete monitoring, and athlete involvement in decision-making are used to determine an NSO's score. Athlete participation in decision-making is specifically assessed within the context of the NSO's high performance system. "Athlete centeredness" is measured in a number of ways and rated according to the capacity of an NSO to provide services and programs to athletes at various levels. The funding received from Sport Canada is often a critical factor in an NSO's decisions about the type and length of centralized training, competition schedule and support services that a sport offers to its athletes.

Sport Canada's Funding programs include:

- Athlete Assistance Program (AAP) - AAP enhances the Canadian high performance sport system through support of international calibre athletes with their training and competition needs, through the provision of a living and training allowance and, where applicable, tuition expenses. Detailed information about AAP can be found in Section 4 of this manual.
- National Sport Organization Support Program - The NSO Support Program assists sport organizations in their pursuit of sport objectives that are shared by the federal government. Support provided to National Sport Organizations is targeted to priority areas such as national team programming and the development of coaches and officials. Assistance is also provided for staff and coach salaries along with general national sport organization operations.

5.4.2 Provincial and Territorial Governments

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 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.

5.5 Other Organizations That Impact Athletes

5.5.1 Canadian Centre for Ethics in Sport (CCES): (www.cces.ca)

The mission of the Canadian Centre for Ethics in Sport (CCES) is to promote ethical conduct in all aspects of sport in Canada. The CCES achieves this mission through research, promotion and education relevant to ethics in sport, including fair play and drug-free sport. As well, the CCES administers Canada's domestic anti-doping program, while at the same time exercising international leadership in advancing a drug-free, fair and ethical environment for sport worldwide.

The CCES played a lead role in the development and implementation of Canada's first-ever national ethics strategy for sport - the Canadian Strategy for Ethical Conduct in Sport. The Strategy is based on the Declaration of Expectations for Fairness in Sport, which was adopted by the Federal and Provincial/Territorial (F-P/T) Ministers during the 2001 Canada Games in London, Ontario. It represents a guideline for a collective and voluntary process for changing attitudes, values and behaviours in various levels of sport.

5.5.1.1 True Sport Foundation: (www.spiritofsport.ca)

The True Sport Foundation, formerly known as the Spirit of Sport Foundation, is an independent, national, charitable organization that works on behalf of CCES and Athletes CAN to ensure that sport makes a positive contribution to Canadian society, our athletes and the physical and moral development of Canada's youth. As an independent, national, charitable organization, the Spirit of Sport Foundation has evolved over the last decade from a campaign that promotes drug-free sport to a foundation committed to ensuring that sport makes a positive contribution to Canadian society.

Current Foundation programs are:

- True Sport - The True Sport Community Recognition Program is a national initiative that publicly recognizes Canadian communities that embody the True Sport principles of fairness, excellence and inclusion.
- Fair Play - The Foundation believes that the fair play philosophy becomes a reality through the creation of a more ethical sport system; a system that is democratic, open to all Canadians, and grounded in the principles of integrity, fairness, and respect.
- Athlete of the Month – (in development) The Foundation's Athlete of the Month program will recognize outstanding performances by Canadian athletes. In addition to receiving a bursary, the athlete's achievements will be recognized and promoted throughout Canada.
- People's Choice Award - the Canadian public will be able to vote from the list of winning athletes of the month to select the People's Choice Athlete of the Year, to be presented annually at the Canadian Sport Awards.
- Bursaries - the Foundation manages two athlete bursaries on behalf of the presenting sport organizations.
- Mentoring Program - The True Sport Mentoring Program involves accomplished athletes sharing their sport experience and leading small group discussions with younger aspiring athletes at organized sporting events.
- 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 has been managed by the Canada Games Council (CGC) on behalf of the Foundation.

- Triumph Awards - The Triumph Award is used by community sport organizations, schools and others to celebrate an athlete's individual achievement by measuring his/her performance against personal goals that have been set.

5.5.2 Calgary Olympic Development Association (CODA): (www.coda.ab.ca)

Created out of the financial legacy realized from the 1988 Calgary Winter Games, the Calgary Olympic Development Association (CODA) is Canada's leader in developing Olympic winter sport excellence, from the grassroots level to the country's Olympic best. Through direct financial assistance to national sport organizations and operational support of facilities shared by the public and our nation's top athletes, CODA is Canada's largest private funder of Olympic winter sport.

CODA is involved in a large variety of programs and ventures, including financial support to NSO's, training projects and facility development, the National Sport School in Calgary and operating funding of the Olympic Oval at the University of Calgary.

5.5.2.1 Canadian Centre for Sport Excellence (CCOSE): (www.ccase.com)

Created by CODA, Canada's first Canadian Centre of Sport Excellence (CCOSE) is intended to make Canada a leading Olympic summer and winter nation by 2010. It is designed to maximize the country's medal counts at Olympic and international competitions, offer southern Albertans increased recreational opportunities and bolster international tourism to Western Canada.

The Centre builds on what other world-leading countries are doing to support their athletes. It provides athletes in Canada with the culture of excellence necessary to transcend current performances. When completed, the Centre will give Canadian athletes in nearly every summer and winter Olympic and Paralympic sport, equal access to advanced resources and world-leading training facilities.

5.5.3 Canadian Association for the Advancement of Women in Sport and Physical Activity (CAAWS): (www.caaws.ca)

The Canadian Association for the Advancement of Women in Sport (CAAWS) was founded in 1981 and works in partnership with Sport Canada and with Canada's sport and active living communities to achieve gender equity in the sport community.

CAAWS supports a number of programs such as "On The Move" and "Girls at Play" supporting the participation of girls and women in sport and physical activity. The organization is also heavily involved in programs to prevent harassment and abuse in sport, and provide leadership training and opportunities for women in sport.

5.5.4 Coaching Association of Canada (CAC): (www.coach.ca)

The Coaching Association of Canada (CAC) is recognized as a world leader in the development of coach education and training, and is committed to serving the needs of Canada's coaches and strengthening Canada's sport system. The association was created in 1970. CAC policies and programs reflect the strategic directions of its primary funding agency, Sport Canada. The mandate of CAC is to improve the effectiveness of coaching across all sports and at all levels of the sport system.

The CAC's programs and services include:

- National Coaching Certification
- Women in Coaching - to develop programs to increase the number of coaching opportunities for under-represented groups
- NCCP Database

- Annual Sport Leadership Conference
- Bursary programs for the national coaching institutes

5.5.4.1 Canadian Professional Coaches Association (CPCA): (www.coach.ca/e/cpca)

The Canadian Professional Coaches Association (CPCA) is the professional arm of CAC and plays the lead role in professionalizing coaching. The ultimate objective of the Association is a self-regulated coaching profession that influences the most fundamental unit of sport - the coach-athlete relationship. CPCA's vision is that the coach's leadership in this fundamental unit of sport consistently represents the highest currently attainable standards and is delivered with competence by practitioners who are regarded as well-trained, skilled, and ethical educators. The vision embodies coaching as a respected and viable career choice for those who choose coaching as their life work. We envision a sport system that is coach led and athlete focused.

5.5.5 Canada Games Council (CGC): (www.canadagames.ca)

The thought of staging the Canada Games first arose in 1924 at a meeting of the Amateur Athletic Union of Canada. In 1966 in Quebec City, the governments of Canada and Quebec gave their joint approval to a proposal to hold the first Games the following year to coincide with Canada's 1967 Centennial celebrations. Since then, at two-year intervals, eighteen more Canada Games have been held. Each province has hosted the Games at least once. An estimated 45,000 young Canadians have participated in the Games with another 180,000 involved in try-outs and qualifying events. Many millions of Canadians have watched the Games either first-hand or on television, and over 67,000 have volunteered.

The 2007 Winter Canada Games in Whitehorse, Yukon will mark the first Games to be held in the Canadian Territories. For many young aspiring athletes, the Canada Games is their first experience in a large multi-sport games environment.

5.5.6 World Anti-Doping Agency (WADA): (www.wada-ama.org)

The World Anti-Doping Agency (WADA) promotes and coordinates the worldwide fight against doping in all its forms. Created by the IOC as part of the post-1999 re-structuring efforts, WADA is headquartered in Montreal and chaired by Canadian Dick Pound. 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.

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)

A major initiative of the new organization has been the development of the World Anti-Doping Code ("Code"), finalized in 2003. It is the basic document in the World Anti-Doping Program. The Program is structured in three levels and includes the World Code (level 1), International Standards (level 2) and Models of Best Practice (level 3). The World Anti-Doping Code is the first document to harmonize regulations regarding anti-doping across all sports and all countries of the world. A single Code that is applicable and acceptable for all stakeholders in the world anti-doping effort will help achieve this objective. The World Code is a core document that will provide a framework for anti-doping policies, rules and regulations within sport organisations and among public authorities.

All major sports federations and nearly 80 governments gave their approval March 5th 2003 at the World Conference on Doping in Sport held in Copenhagen, Denmark, to the World Anti-Doping Code by backing a Resolution that accepts the Code as the basis for the fight against doping in sport. As of the end of July 2004, 134 countries (governments) have accepted the March 2004 World Conference on Doing in Sport. Further, 202 of 202 National Olympic Committees and 149 of 160 National Paralympic Committees have adopted the Code. The Code and other specific information can be found on the WADA web site.

5.5.7 Arms Length Organizations Supporting Athletes

A number of organizations have been created in the past few years that are not directly connected to any specific set of games or sport, the government or sport organizations. These organizations have been developed to fill a perceived gap in communication, advocacy, fundraising or athlete training programs.

5.5.7.1 Sport Matters: (<http://cms.nortia.org/Org/Org24/Content/Home.asp>)

The Sport Matters is a voluntary group of individuals who have come together to talk about the important contribution that sport makes to society and to collaborate on various sport policy issues on an ad hoc basis. The Group has actively worked together on the Canadian Sport Policy, the new Sport and Physical Activity Act, and on increasing the resources available for sport in Canada. To date, the SMG has been made up of thirty or so sport leaders who meet regularly and are actively involved in tracking, reviewing and responding to sport policy issues as they arise. The Group is very informal in nature, and does not officially represent the sport community (nor does it claim that it does). It has from time to time taken positions and expressed views on what it considers to be in the best interest of sport.

Athletes are welcome to become involved with Sport Matters through participating in the message boards and liaising with other SMG participants.

5.5.7.2 Esteem Team: (www.esteemteam.com)

The Esteem Team Association engages, develops and empowers youth through sport. "Esteem Team", the flagship program, was created in British Columbia in 1994 by Chris Wilson, former national team wrestler, and provides motivational presentations by athletes to young Canadians and curriculum-based resources and support materials to parents and educators. Now headquartered in Ottawa, with regional offices in Vancouver, Toronto and Halifax, the Association is expanding its reach within Canada and abroad with the aim of becoming a world leader in youth development and engagement through sport and education.

5.5.7.3 The "See You In Canadian Athletes Fund": (www.seeyouinathens.com)

The "See You In Canadian Athletes Fund" lives and breathes to further strengthen Canadian pride in our heroes – namely our athletes. It is a non-for-profit organization devoted solely to raising money and awareness for Canada's amateur athletes. The fund has been set-up to help Canada's amateur athletes ready for international summer and winter 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. The mission is to underwrite expenses of as many Canadian amateur athletes as possible, as support is needed years before the medals can be obtained.

Athletes from across Canada apply to the Fund through an application process. Deadlines and forms are available on the website and through National Sports Centres and selected sports organizations. Each application is reviewed by the "See You In Fund" Board of Directors and is considered based on the monies available from fundraising efforts. The funds are dispersed directly to as many athletes as possible. Applicants have the option to apply as individuals, pairs or a team depending on their sport and event. Individual athletes can receive \$5,000, Pairs \$7,000 and Teams \$10,000.

5.5.7.4 DreamSports: (www.dreamsports.ca)

DreamSports was incorporated in 1999 as a national non-profit organization to support and promote Canadian amateur athletes. DreamSports connects corporate sponsors with athletes seeking financial assistance. The goal is to place athlete motivators into Canadian schools to encourage students to set goals, pursue education and live an active healthy lifestyle. A motivational financial assistance program has also been developed to raise the profile of Canadian amateur athletes while providing a valuable community service.

5.5.7.5 Athletes International (www.athletes-int.com)

Athletes International is a service organization created by and for members of the Canadian sport community including athletes in all sports - swimming, fencing, skating, track... and dozens more. Their primary role is to provide member benefits in the form of product and service discounts from partners in industries. They are dedicated to the promotion of Olympism and athletic accomplishment, and to encouraging participation in all areas and levels of sport. Membership is offered free and exclusively to Canadian athletes, active or retired, coaches and officials of all levels and sport disciplines.

Appendices

A-1 Recapturing Some Canadian Sport History and the Evolution of Athletes CAN

Year	Milestone or Event
1961	Fitness and Amateur Sport Act is passed
1964	government grants to national sport bodies
1965	athletes organized Canadian representation to University Games
1968	Mexico City Olympics -- "Black Power salute"
1969	Report of the Task Force on Sport for Canadians
1970	National Sport and Recreation Centre created
1973	Game Plan 1976 -- identified national coaches, training camps, etc.
1976	Montreal Olympics (athletes had threatened to boycott without an assistance program -- Athlete Assistance-type Program created)
1976	first federal Minister of Sport named - Iona Campagnolo
1980	Canadian Olympic Association creates Athletes Advisory Council in response to athlete reaction to the Canadian government's decision to boycott the 1980 Moscow Olympics
1981	Calgary awarded 1988 Olympic Winter Games - Best Ever Winter program created (\$25 million)
1984	Los Angeles Olympics and Best Ever Summer program created (\$37 million)
1985	AAP funding increased to \$650 A, \$550 B, \$450 C
1988	Canadian Athletics athlete Ben Johnson tests positive for banned performance enhancing drug at the 1988 Seoul Olympic Games
1990	Dubin Inquiry held. Ended general public acclaim for athletes. The ethics, commercialism and credibility of sport system questioned
1992	The initial Canadian Athletes Association created
1993	CAA hosts first Athletes Forum
1993	Federal Fitness and Amateur Sport Department disbanded. Sport becomes part of Canadian Heritage
1995	Effective lobbying by the CAA and others result in Athlete Assistance Program stipends being increased 25% and tuition credit deferral program initiated
1996	CAA becomes Athletes CAN
1996	"The Sport Solution" created to provide athletes with legal information and assistance
1996	The COC commits to create an Athlete Fund following a proposal from Athletes CAN
1997	IMG becomes the marketing representative of Athletes CAN
1997	Athletes CAN Connect Program launched, sponsored by Bell Mobility and Mobility Canada partners
1997	COC Athlete Fund gives 199 grants worth \$648,000 to athletes in Olympic and Pan American sports
1997	5th annual Athletes CAN Forum held in Saint-Sauveur-des-Monts, Québec
1998	<ul style="list-style-type: none"> • Federal government to invest \$10 million a year for five years, in areas of training and competition opportunities for athletes, coaching support and direct assistance for athletes • "The 20% solution" materializes. This was a system-wide goal for 2001 requiring that all key NSO committees making high performance sport program and policy decisions were to include at least 20% Athlete Representatives, according to Sport Canada's Minimum Expectations for athlete-centredness. • The network of Canadian Sport Centres includes Calgary, Victoria, Montreal, Winnipeg, Toronto, Vancouver and the Maritimes • Funding cuts lead to closure of Sport Medicine and Science Council of Canada • 1st annual Athletes CAN Omnilogic Golf Classic held at Red Tail Golf Course near London, Ontario • Athletes CAN and Commonwealth Games Association of Canada partner up to create new process to select Flagbearer for Team Canada
1999	<ul style="list-style-type: none"> • Development and support of the Mills Report for Amateur Sport

	<ul style="list-style-type: none"> • Athletes CAN outreach at the Canada Games, NFLD, and the Pan American Games, Winnipeg • Creation of the Homophobia in Sport working group and Harassment and Abuse in Sport Coalition • Emergence of IOC Scandals involving Bid Bribery, Site Selection, Business practices • Creation of the IOC 2000 and IOC Ethics commissions as a result of the call for reform • Launch of the Athletes CAN Web Site • Creation of OATH: the advocacy based International organization
2000	<ul style="list-style-type: none"> • Federal government injects \$7.5 million additional dollars in direct aid to athletes and an additional \$2.4 million for coaches, Paralympic Athletes and final preparations for Sydney Olympics. • New carding system and stipends: Senior \$1,100 /mo, Development \$500 per month. • Secretary of State (Amateur Sport) Denis Coderre launches a Pan-Canadian sport consultation process consisting of six regional sport conferences to be held across Canada to develop a Canadian policy on sport. The conferences will be followed by a National Summit on Sport in Ottawa in April, 2001. • Athletes CAN releases the Discussion Paper on the Development of a National Sport Policy. • Athletes CAN hosts the Athlete Round Table meeting to provide athlete input into the development of new National Sport Policy. • Athletes CAN releases the Position Paper on the Development of a National Sport Policy.
2001	<ul style="list-style-type: none"> • Sport Summit: Regional & National. • Athletes CAN efforts result in 25% increases in AAP funding support. • Athletes CAN newsletter "Fast Forward" goes on line. • Toronto 2008 for Athletes by Athletes loses to Beijing. • Ian Bird is named to federal Minister's "Advisory Committee on Sport". • Athletes CAN athletes on COA legal committee. • Athletes CAN office relocates to Ottawa, hires first Executive Director - Thomas Jones and new Administrative Assistant - Jasmine Northcott. • Board nominations are made online for first time. • First athlete with a disability on Executive of Athletes CAN. • Paul DeVillers named new Secretary of State for Sport. • Carla Qualtrough, Athletes CAN Board member, is named as policy advisor to DeVillers. • Athletes CAN organizes first Canada Games "Athletes Forum" at 2001 Games in London, ON.
2002	<ul style="list-style-type: none"> • Lane MacAdam replaces Dan Smith as DG of Sport Canada. • Canadian Athletes win most medals in many years at 2002 Winter Games in Salt Lake. • Athletes CAN becomes actively involved in team selection issues for Salt Lake Games. • Athletes CAN testifies at Senate and Parliamentary hearings for Bill C-54, a bill to promote sport and physical activity. Bill is passed into law and new Sport Act is formed. • 14 Federal, Provincial and Territorial governments agree on a new Canadian Sport Policy. • Athletes CAN embarks on "shared leadership" model of Board operation. • Canadian athletes create first ever "Athlete Declaration" at Forum 2002 in Quebec City. Forum theme was "Effective Athlete Leadership". • Athlete advocates at Manchester Commonwealth Games are Athletes CAN Board members. • Canadian athletes launch MP blitz and "Call to Action" around 2002 Federal budget.
2003	<ul style="list-style-type: none"> • Athletes CAN and athletes meet with Prime Minister to communicate sport messages. • Small increase in sport budget causes Athletes CAN to lead athlete response by meeting with FPT Sport Ministers, mobilizing athletes and partners to speak to media and government officials. • Lobbying and budget response results in federal sport budget increase of \$25 million over 5 years, from an increase of \$10 million over 2 years.

	<ul style="list-style-type: none"> • Athletes CAN delivers Athlete Forums at Canada Games in Bathurst, NB. • Athletes named to Coaching Implementation Committee, FPT Excellence Working Group and ADR Steering Committee. • Tom Scrimger replaces Lane MacAdam as new DG of Sport Canada. • Vancouver wins right to host 2010 Olympic and Paralympic Winter Games. • Athlete CAN Board members serve as athlete advocates at Pan American Games. • Athletes CAN Forum theme was "Effective Athlete Advocacy". • Vancouver announced by IOC as host city for 2010 Winter Olympic Games
2004	<ul style="list-style-type: none"> • Steven Owen named new Minister of State for Sport • Additional \$30 million announced as one-time funding injection for sport • Sport Resolution Centre of Canada launched in April with "Alternate Dispute Resolution" as flagship program • Athlete CAN Board members or former members serves as Athlete Services Managers at 2004 Olympic and Paralympic Games

A-2 A 2002 Declaration by Canadian Athletes – Key Priorities

On the occasion of the 10th annual Athletes CAN Forum September 2002 – Quebec City (QC), WE the high performance athletes of Canada and Athletes CAN, our collective athlete voice, hereby declare the following:

1. We call on Canadian athletes to be effective leaders in Canadian sport and in Canadian society.
2. We call on the Government of Canada to invest in a comprehensive sport development program, from playground to podium and beyond.
3. We call on the Government of Canada to establish a Minister of Sport and Physical Activity and a Department of Sport and Physical Activity.
4. We call on Provincial and Territorial governments to increase sport and physical education in Canadian schools.
5. We call on the Government of Canada to lead the creation of a national infrastructure program, with funding dedicated specifically for sport and recreation facilities.
6. We call on the sport community, governments and the corporate sector to affirm a commitment to athlete-centered sport, and to create an optimal environment for athletes to pursue excellence.

Priorities for 2003 and Beyond

At the 2003 Athletes CAN Forum in Winnipeg, Canadian athletes affirmed the tenets of the Athletes Declaration and endorsed the following key priority areas for action and advocacy:

- The renewed importance of a full federal Ministry of Sport and Physical Activity.
- The urgent need for increased sport resources.
- The importance of collective advocacy action by athletes, and the role of athlete leadership.
- The opportunity and timing of current government transition to deliver messages.
- The importance of a well-connected and informed athlete network, including Provincial and Territorial athlete associations linked to Athletes CAN.
- The role of Vancouver 2010 Winter Games as a lever for increased resources to sport, physical education in schools and sport infrastructure.
- The importance of a hosting strategy, tied to the infrastructure plan, and support for the 2010 Hamilton Commonwealth Games bid.
- The need for alternative and sustainable sources of future sport funding, particularly through marketing and the corporate sector.

Following the 2003 Athletes Forum, Athletes CAN committed to the creation of a series of advocacy “playbooks” or “toolkits” of actions and activities that can be used by Canadian athletes in pursuit of the above priorities. By informing athletes about the key messages of Athletes CAN, by equipping athletes for effective advocacy and by advocating collectively, real change can occur within Canadian Sport

A-3 The London Declaration

The “London Declaration is entitled “Expectations for Fairness in Sport, and was adopted by the Federal, Provincial and Territorial Ministers of Sport at their meeting held during the 2001 Canada Summer Games in London, Ontario. It represents a guideline for a collective and voluntary process for changing attitudes, values and behaviours in various levels of sport.

The .pdf file with the London Declaration can be accessed at the following URL:

- (English) <http://www.cces.ca/pdfs/FPT-CCES-LondonDeclaration-E.pdf>
- (Francais) <http://www.cces.ca/pdfs/FPT-CCES-LondonDeclaration-F.pdf>

A-4 Rules of Order - Chart of Motions

Robert's Rules of Order Motions Chart
Based on *Robert's Rules of Order Newly Revised (10th Edition)*

Part 1, Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion. § indicates the section from Robert's Rules.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§21	Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20	Take break	I move to recess for ...	No	Yes	No	Yes	Majority
§19	Register complaint	I rise to a question of privilege	Yes	No	No	No	None
§18	Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17	Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16	Close debate	I move the previous question	No	Yes	No	No	2/3
§15	Limit or extend debate	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14	Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13	Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
§11	Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
§10	Bring business before assembly (a main motion)	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority

Part 2, Incidental Motions. No order of precedence. These motions arise incidentally and are decided immediately.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§23	Enforce rules	Point of Order	Yes	No	No	No	None
§24	Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25	Suspend rules	I move to suspend the rules	No	Yes	No	No	2/3
§26	Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27	Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29	Demand a rising vote	I move for a rising vote	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33	Request for information	Point of information	Yes	No	No	No	None

Part 3, Motions That Bring a Question Again Before the Assembly.
 No order of precedence. Introduce only when nothing else is pending.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§34	Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35	Cancel previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 or Majority with notice
§37	Reconsider motion	I move to reconsider ...	No	Yes	Varies	No	Majority

Endnotes

¹ Heather Clarke, Dan Smith and Guy Thibault; *Athlete-Centred Sport Discussion Paper*. Federal / Provincial / Territorial Sport Policy Steering Committee. 1994. page 1.

² James M. Kouzes and Barry Z. Posner. *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations*. San Francisco: Jossey-Bass Publishers. 1995

³ B. Tuckman, & M. Jensen. *Stages of Small Group Development*. *Group and Organizational Studies*. 1977

⁴ Rachel Corbett and Hillary Findlay; *Rights and Obligations; A Handbook for Athletes and Sport Organizations*. Centre for Sport & Law (1993). <http://www.sportlaw.ca/>