

Canadian Strategy for Ethical Conduct in Sport

ACTION PLAN **2003-04**

February 21, 2003

1. Introduction

The Canadian Strategy for Ethical Conduct in Sport is a comprehensive and collaborative undertaking to enhance ethical conduct in all aspects, and at all levels, of sport throughout Canada. The Strategy is comprised of a Policy Framework and an Action Plan.

This Action Plan describes the means and manner by which the Canadian Strategy for Ethical Conduct in Sport will be implemented. It is guided by the Policy Framework of the Canadian Strategy for Ethical Conduct in Sport, which was adopted by Federal-Provincial/Territorial Ministers responsible for sport, fitness and recreation in April 2002.

The Action Plan is designed primarily as the framework within which collaborative and coordinated actions will be undertaken by governments, organizations and individuals contributing to the success of the Strategy. It is designed to:

- build capacity to address underlying causes of unethical behaviours
- provide a framework to identify and address emerging and topical issues
- coordinate efforts in order to enhance the effectiveness of existing and future activities

While the initial activities identified in this Action Plan are expected to be undertaken mainly by the original Work Group partners, it is intended that many organizations and stakeholders at all levels of sport will identify how they can best engage in and contribute to the development and delivery of the Strategy.

The Action Plan will consist of fundamental initiatives, such as research in the initial phase, that will facilitate maximum impact of the Strategy over its ten-year period, as well as topical or emerging issues that arise during that time, such as modifying the Canadian Policy on Doping in Sport and optimizing the impact of professional sport on amateur sport and Canadian society.

The initial activities will be selected by a Steering Committee (see below) on the basis of strategic and resource considerations in the interest of moving the Strategy forward. They could be process-related as well as issue-related. They will be categorized under the relevant component of the Policy Framework of the Strategy (i.e., research, education and prevention, promotion/communications, etc.), and the objectives, roles and responsibilities, resource implications and targets will be identified for each initiative.

2. Implementation

The development of a comprehensive Strategy requires collaborative engagement of many stakeholders and organizations based on the principles articulated in the Policy Framework. These include:

- comprehensive approach;
- phased-in approach;
- partnership basis;
- evidence-based and expert-advised;
- collaborative planning, goal setting and implementation;
- positive approach;
- consistent terminology;
- reason and fairness;
- sustainability; and
- accountability.

The work of structuring and shaping the implementation of the Action Plan will consist of two fundamental components:

- the coordinating mechanism
- initial and future partners

Criteria for identifying priority actions will include whether the actions:

- Are consistent with the Policy Framework;
- Create high awareness;
- Have high visibility;
- Have high impact; and
- Have low cost.

While preliminary steps are being undertaken by Sport Canada and the Canadian Centre for Ethics in Sport to initiate implementation of the Priority Actions, this Action Plan and its timelines are to formally begin on April 1, 2003.

The Coordinating Mechanism

The implementation of the Action Plan will be coordinated by a Secretariat. A Steering Committee, comprised of expertise from those with a broad trusteeship for sport interests, will be created to provide direction to the Secretariat. While the Steering Committee will oversee the planning of the Secretariat's activities, the CCES will be responsible for the staffing and administration of the Secretariat. The Steering Committee shall include:

- Athletes CAN
- Canadian Centre for Ethics in Sport
- Canadian Olympic Committee
- Canadian Professional Coaches Association
- National Sport Organizations (2)
- Officials
- Provincial/Territorial Governments (3)
- Federal Government (Sport Canada)

- Members-at-Large (2), appointed by the Steering Committee on a need basis
- Provincial/Territorial Sport Organizations (via the Canadian Council of Provincial/Territorial Sport Federations)

The Steering Committee will be co-chaired by the Canadian Centre for Ethics in Sport and governments. The position of government co-chair will be shared between the federal and provincial/territorial governments in a manner to be determined by the Federal Provincial/Territorial Sport Committee.

This composition will be reviewed and modified as required and agreed upon by governments and key stakeholders.

Initial and Future Partners

The Action Plan in its initial years is expected to consist mainly of initiatives undertaken by the original partners. These include the Canadian Centre for Ethics in Sport, the Canadian Olympic Committee, the Canadian Professional Coaches Association, Athletes CAN, and the federal and provincial/territorial governments.

Over time, as other stakeholders and organizations are engaged, it is anticipated that the range of initiatives will be increased significantly. To maximize the Strategy's potential, the Action Plan will be designed so the sport community will have access to and be engaged in its implementation in a significant way.

Key linkages will be developed with stakeholders that will underpin a broad-based delivery system for the Action Plan. The scope of the issues throughout Canada, as detailed in section 7 of the Policy Framework, requires this active and collaborative partnering.

3. Resource Implications

As with any major initiative of this kind, significant human, material and financial resources will be involved and applied over a period of time. These resources will be contributed from a wide range of public and private organizations, individually or collectively, on a wide range of activities.

The federal government will consider making a contribution to the CCES to support initiatives for the national level sport community and the coordination of the Strategy throughout Canada.

The CCES will contribute to the Action Plan through its available resources.

Beyond these funding sources, contributions to the Action Plan will be based on the following principles:

1. The Steering Committee will identify the priority actions to be undertaken;

2. All partners will review the priority actions and identify the resources, financial and in-kind, to which they can contribute;
3. The Steering Committee will identify and promote opportunities for investment in the Strategy;
4. Participation in the Strategy could be financially neutral for partners with the exception of costs associated with their representation on the Steering Committee and for specific elements of the Action Plan in which they choose to participate.

4. Roles and Responsibilities

The following statements reflect the general roles and responsibilities to be played by the coordinating mechanism, the initial partners and the future partners.

The Coordinating Mechanism

Secretariat

The Secretariat will provide the administrative and coordinating capacity required to support the Steering Committee and to implement the Action Plan. The CCES has accepted to house the Secretariat as part of its contribution to the Strategy. The Secretariat's specific functions will include:

- Coordinate the implementation of initiatives contained in the Action Plan as required;
- Administrative support for the Steering Committee;
- Liaison functions between the Steering Committee, the sport community and governments;
- Central delivery point and project leadership for selected initiatives, for example:
 - integration of each component of the Strategy, especially in the development of goals/objectives for each component;
 - on-going consultation processes;
 - educational activities (new and existing);
 - commissioned research;
 - organizing repository of results for inventory projects.
- Resource Centre development and management, including:
 - information content;
 - clearinghouse function;
 - referral centre;
 - communications (web site resources);
 - identifying and use of "grey literature" (i.e. value-added connection of existing material to practitioners/users).
- Pilot partnership projects with selected NSOs and provincial/territorial governments.

Steering Committee

The Steering Committee will conduct the planning and evaluation for the Strategy to ensure its relevance and effectiveness for all stakeholders and participants. This will include the following functions:

- Adjust the Action Plan as required and monitor its implementation;
- Provide direction to the Secretariat;
- Develop strategies to encourage and maintain the participation and commitment of governments and key stakeholders;
- Liaise with the sport community and governments as required;
- Recruit expert leaders in the field (individuals and organizations) and establish sub-committees to address issue-specific initiatives, such as research needs and the issue of nutraceuticals;
- Create a forum to facilitate the participation of individuals who have a strong interest in associating with and contributing to the development and implementation of the Strategy;
- Conduct related policy functions associated with the Strategy;
- Seek financial resources to implement the Action Plan;
- Monitor level of engagement throughout the sport system.

The Steering Committee will also contribute to the Strategy's public accountability by:

- Being open to public scrutiny;
- Making records of its meetings and decisions available to the public;
- Responding to public and media inquiries about the Strategy;
- Publishing and disclosing policies related to the Strategy, including a policy on public accountability;
- Establishing a conflict of interest policy for Steering Committee activities;
- Preparing an annual progress report for circulation to the sport community and the Federal-Provincial/Territorial Sport Committee.

The Steering Committee will also assume responsibility for reporting to funders of the Strategy, if so desired or requested by a funding agency.

Initial Partners

Athletes CAN

Athletes CAN is the association representing Canada's National Team Athletes. It is the only fully independent and inclusive athlete organization. Athletes CAN represents all athletes from all the national teams including Aboriginal, Paralympic, Pan American, Olympic and Commonwealth Games athletes, among others.

The mission of Athletes CAN is to work with its 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. In relation to the Strategy, it will:

- Participate as member of the Steering Committee;
- Inform the athlete communities, through the annual Athletes Forum and other means, of Strategy initiatives and engage them in its development and implementation;
- Assist with focus testing of projects, materials, etc.

Canadian Centre for Ethics in Sport

The CCES is an independent, national non-profit organization that promotes ethical conduct in all aspects of sport in Canada. Among other things, it is responsible for coordinating the development and implementation of programs and policies for anti-doping in the areas of testing, research, education, prevention and natural justice.

The CCES is intended to be the primary point of leadership for the Canadian Strategy for Ethical Conduct in Sport. Operating in the public interest, and in a transparent manner, the CCES provides leadership in the development of the Canadian Strategy for Ethical Conduct in Sport and in anti-doping services to sport. Its functions in relation to the Strategy will include:

- Participate as co-chair of the Steering Committee;
- House the Secretariat on behalf of the Steering Committee;
- Oversee management of the Resource Centre;
- Provide organizational accountability, structure, transparency, expertise, program development and management services to the Secretariat, Steering Committee and the Strategy in general;
- Manage projects and initiatives as required;
- Coordinate activities among early leaders;
- Identify best practices, models and policies in support of the Strategy;
- Assist in the engagement and promotion activities of the Strategy;
- Enhance related communications via the CCES website;
- Provide monitoring and evaluation expertise.

Canadian Olympic Committee

From its mission statement to its mandate and core values, the Canadian Olympic Committee (COC) is athlete focused and coach driven. It is always challenging itself to ensure it is constantly embracing the Olympic dream – and that others can too.

The Canadian Olympic Committee is empowered by the International Olympic Committee to further the Olympic Movement in Canada. The Canadian Olympic Committee is dedicated to developing and advancing the Olympic Movement, Olympism and sport for all Canadians. Its functions in relation to the Strategy will include:

- Participate as a member of the Steering Committee;
- Promote the Strategy, and its development, at the COC Annual Congress and through other means;

- Coordinate the development of the Strategy with existing COC programming for high performance, major events and the Olympic Movement in general;
- Promote the Strategy among its NSF membership;
- Integrate COC Olympic Education component and tools with the Strategy.

Provincial/Territorial (P/T) Governments

Any related and complimentary policies that P/T governments introduce with respect to sport organizations within their own jurisdiction at the provincial/territorial level of sport in Canada will be consistent with the Policy Framework for the Canadian Strategy for Ethical Conduct in Sport (2002).

Provincial/territorial governments are responsible for developing programs within their respective jurisdictions, within the resources available to them, and for participation with the federal government in the development of national policies and strategies involving both orders of government. The Federal-Provincial/Territorial Sport Committee will be the principal point of contact between federal/national and provincial/territorial government collective programs and initiatives related to the Canadian Strategy for Ethical Conduct in Sport.

Within the overall area of ethics in sport, provincial/territorial governments will focus primarily on education, prevention, public awareness and training within their respective jurisdictions. This does not preclude any province or territory from developing their own policies and programs for their respective jurisdictions, if conditions warrant such measures, that are consistent with the Policy Framework for the Canadian Strategy for Ethical Conduct in Sport (2002).

All provincial and territorial governments will encourage the sports organizations under their respective jurisdictions to work towards the vision and contribute to the goals and objectives of the Policy Framework. In addition, the P/T governments will take the necessary steps with stakeholders in the education sector within the resources available to them.

Each provincial/territorial government will designate a branch, organization or an official responsible for activities pertaining to the Canadian Strategy for Ethical Conduct in Sport, and to serve as its point of contact with the Secretariat of the Strategy.

P/T governments will:

- Share three positions on the Steering Committee;
- Alternate with the federal government the position of government co-chair for the Steering Committee;
- Ensure that P/T sport organizations are informed and encouraged to engage in the Strategy and Action Plan initiatives;
- Integrate P/T policy and program initiatives with those of the Strategy;
- Help build awareness and support for the Strategy within P/T governments and other related agencies and organizations.

Federal Government

The federal government, mindful of international trends in ethics in sport issues, and in consultation with the CCES, provincial/territorial governments and sport bodies, will be responsible for coordinating the development of inter-governmental initiatives relating to ethical conduct in sport.

Any related and complimentary policies that the federal government introduces with respect to sport organizations within its own jurisdiction at the national level of sport in Canada will be consistent with the Policy Framework for the Canadian Strategy for Ethical Conduct in Sport (2002).

The federal government will have primary responsibility for international ethics in sport affairs of an inter-governmental nature, and for domestic intergovernmental liaison and coordination.

The federal government is a primary funder of Canada's ethics in sport program and recognizes the CCES as having the primary responsibility among national sport organizations for the development and implementation of the Canadian Strategy for Ethical Conduct in Sport.

The federal government, in conjunction with the CCES, will be responsible for collaborating with other government departments on ethics in sport issues as they arise.

The federal government, through its funding of the CCES and its commitment to the Canadian Strategy for Ethical Conduct in Sport, will assume a leadership role in ensuring that a comprehensive approach is implemented to promote ethical conduct in sport, while respecting the roles and responsibilities of the provincial and territorial governments. It will:

- Participate as member of the Steering Committee;
- Alternate with the P/T governments the position of government co-chair for the Steering Committee;
- Provide financial support towards the Secretariat and Steering Committee;
- Provide program funding to the CCES and possibly other national organizations in support of the Strategy;
- Ensure that federal funding for ethics in sport is consistent with the goals, objectives and principles of the Planning Framework for the Canadian Strategy for Ethical Conduct in Sport;
- Integrate initiatives of the Canadian Strategy with those of the Canadian Sport Policy and other federal initiatives where applicable.

Federal/Provincial-Territorial Sport Committee

The FPTSC is the mechanism by which the federal and provincial/territorial governments coordinate policy and program initiatives in sport. The FPTSC is responsible for implementing decisions made by the F-P/T Ministers responsible for sport, as directed by senior F-P/T officials, as well as preparing recommendations for their approval. The FPTSC will:

- Coordinate selection of P/T representation on the Steering Committee;
- Determine the government co-chair of the Steering Committee;
- Communicate federal-provincial/territorial views and expectations to the Steering Committee; and
- Review progress annually and will report as required.

Future Partners

It is intended that key organizations and stakeholders at the community, provincial and national levels of sport shall make a meaningful contribution to the Strategy by defining how they can best engage in its development and delivery. Simply put, what can these partners in sport do to advance the development and delivery of the Strategy?

By defining their own roles and responsibilities, they can work within a model that is most effective for them yet one that integrates in substance and style with the intent of the London Declaration (August 2001), a comprehensive and collaborative undertaking to enhance ethical conduct in all aspects and at all levels of sport throughout Canada.

Initiatives to engage future contributors will be included in the Action Plan.

5. Priority Actions 2003-04

The priority actions for 2003-04 have been selected on the basis of two sets of criteria: first, their contribution to creating the coordinating mechanism for the Strategy and, second, the extent to which they:

- Are consistent with the Policy Framework;
- Create high awareness;
- Have high visibility;
- Have high impact; and
- Have low cost.

PRIORITY ACTIONS	PROJECT DURATION	LEAD
CAPACITY BUILDING ACTIONS		
1. Establish Steering Committee, using FPTSC Work Group as initial body to develop and determine appropriate composition.	2 Months	Work Group
2. Establish Secretariat capacity within CCES to support Steering Committee, launch Strategy, provide coordination, address immediate needs.	2 Months	CCES
3. Establish Resource Centre within the Secretariat.	6 Months	Steering Committee/CCES
VARIABLE / PROJECT-BASED PRIORITIES		
4. Review topical/existing policies and policy issues including: <ul style="list-style-type: none"> • recommending a course of action to develop a comprehensive Canadian policy against doping in sport, while taking into account the World Anti-Doping Code. • reviewing the sport community's Canadian Policy on Doping in Sport (2000), as part of the development of the comprehensive Canadian policy against doping in sport. • developing a discussion paper and proposed solutions for nutraceuticals in consultation with the sport community and the governments. 	4 Months 1-2 Years 6 Months	FPTSC CCES CCES
5. Enhance sport community capacity to promote ethics in sport, including developing web and print information about the Strategy, related outreach initiatives and pilot capacity-building projects.	6-12 Months	CCES
6. Environmental scans including: <ul style="list-style-type: none"> • consultations on priority issues and sport-specific views on ethics and values in sport 	6 Months	CCES/Secretariat

PRIORITY ACTIONS	PROJECT DURATION	LEAD
<ul style="list-style-type: none"> inventories of current F-P/T activities and resources best practice models for ethics in sport policies and programs. 	6-8 Months 3 Months	FPTSC University of Western Ontario
7. Build key linkages and strategies to advance the Strategy including: <ul style="list-style-type: none"> recruiting early leaders and facilitating participation of broad-based sport and community groups (such as CAAWS, Aboriginal Sport Circle, CPC, etc.). partnering with existing programs to promote values-based sport education. 	3-6 Months 6 Months	Steering Committee COC/ CCES/ Institute for Olympic Education
8. Assess the value and investigate the feasibility of an Ombuds office, and develop proposal for F-P/T consideration.	3 Months	CCES/ University of Western Ontario
9. Develop benchmarks and evaluation mechanism for the Strategy including: <ul style="list-style-type: none"> consolidating previous data on prevalence, attitudes and nature of unethical behaviours, including those related to professional sport. monitoring the implementation of the Action Plan and the effectiveness of the Secretariat. 	3 Months 6-12 Months	University of Western Ontario Steering Committee
10. Engage the sport community, including professional sport, and Canadians: <ul style="list-style-type: none"> Disseminate and promote the London Declaration and the Strategy's Policy Framework throughout sport community. Recruit “early leaders” to lead development of certain components of the Strategy, including pro sport intermediaries. Assess the feasibility of special initiatives/proposals to optimize the impact of “professional sport”. Conduct "The Sport We Want" Symposium to launch a national dialogue on realizing community sport's full potential to contribute to the development of youth and communities; bridge ethics field and sport sector. 	Ongoing Ongoing 12 Months 6 Months	All Steering Committee Steering Committee/CCES CCES

6. PLANNED ACTIONS 2003-06

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
RESEARCH	1. Need to determine appropriate benchmarks for the Strategy.	► Consolidate previous data on prevalence, attitudes and nature of unethical behaviours, including those related to professional sport. Conduct National School Survey on Ethics and Doping in Sport; replicate Quebec surveys on doping and on ethics.	3 Months	University of Western Ontario
	2. Need environmental scan.	► Poll Canadians to identify priority issues.	Completed	CCES
		► Identify public and sport views and priorities on ethics and values in sport.	6 Months	CCES/Secretariat
		Review results of consultations around the Canadian Sport Policy; literature review.	6 Months	Secretariat
		► Develop inventory of current F-P/T activities and resources.	6-8 Months	FPTSC
		Investigate other “whole system” strategies; identify best practices regarding what has worked well in other countries etc.	3 Months	COC
		► Conduct environmental scan and analysis of best practice models for ethics in sport policies and programs.	3 Months	University of Western Ontario

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
	3. Need analysis of determinants of key unethical behaviours (psycho-social perspective).	Conduct meta-analysis of available research; Provincial research mechanisms targeted towards causes and consequences of unethical behaviours.		University of Western Ontario
EDUCATION AND PREVENTION	1. Need to make the education component and the Strategy itself relevant and useful to all levels of sport.	<p>Develop code of ethics and compliance mechanism for amateur sport (using the process of development to help Strategy focus on what is relevant to various levels).</p> <p>Convene Conference on substance use and youth in sport; follow-up to the Montreal conference.</p> <p>Develop web and print information (brochure) about the Strategy; community outreach.</p> <p>Engage in a pilot project with a university that offers a Bachelor of Education program to incorporate values-based sport in their curriculum.</p> <p>Expand pilot project to all universities that offer Bachelor of Education programs.</p> <p>Develop plan/proposal for education campaign.</p>		<p>Steering Committee</p> <p>CCES/ BC Sport Med. Council</p> <p>Steering Committee</p>

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
	<p>2. Need a common pan-Canadian education campaign; elevate the level of ethical consideration in decision-making (e.g. policies, programs).</p> <p>3. Need to emphasize the role of coaches as a primary vehicle for the delivery of education.</p> <p>4. Need enabling tools.</p>	<p>► Implement special initiatives to optimize the impact of professional athletes, coaches, agents, etc.</p> <p>► Partner with existing programs to promote values-based sport education.</p> <p>Increase the number of certified coaches in Canada.</p> <p>Develop self-audit materials; guidelines for ethical decision-making.</p> <p>Develop conflict of interest materials; guidelines for monitoring and managing conflicts.</p> <p>Develop “how to” resource for implementing a Fair Play program in different settings.</p> <p>Increase access to Olympic Education Program and Olympic Resource kit.</p>		<p>Steering Committee/ CCES</p> <p>COC/CCES/ Institute for Olympic Education</p> <p>CAC</p> <p>CCES</p> <p>CCES</p> <p>Nova Scotia/CCES</p> <p>COC</p>

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
	5. Need to work with/influence school and physical education curriculum. 6. Need to coordinate sport/education programming.	Develop (revisit) an education strategy to target and impact in schools re: fair play, ethical conduct; FPTSC plan for intergovernmental collaboration on educational material and programs. Adopt and apply the Strategy in the education system in all provinces/territories through their respective curriculum/school-based programs.		Institute for Olympic Education (University of Alberta) P/T Sport Ministers/P/T Education Ministers
PROMOTION/ COMMUNICATION OF THE STRATEGY AND TO SUPPORT STRATEGY	1. Need to engage the sport community, including professional sport, and Canadians.	► Disseminate and promote the London Declaration and the Strategy's Policy Framework throughout sport community. ► Recruit "early leaders" to lead development of certain components of the Strategy, including professional sport initiatives. Conduct consultations throughout sport community on needs assessment. ► Conduct "The Sport We Want" Symposium to launch nation-wide dialogue on realizing community sport's full potential to contribute to the development of youth and communities; bridge ethics field and sport sector.	Ongoing Ongoing 6 Months	All Steering Committee Secretariat CCES

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
	2. Need to increase visibility of and exposure to the Strategy. 3. Need to increase importance attached to ethics in sport. 4. Need to engage the municipalities.	Strategy participants and partners develop their respective contributions to implementing, advancing and promoting the Strategy. Develop and deliver a marketing/awareness campaign re: ethical conduct in sport. Develop government levers (funding), programs (education) and incentives (awards) for fair play programming within sport organizations. Develop an award to recognize communities that support and promote values-based sport.		SSF SSF
COORDINATION	1. Need stakeholder group to act as steering committee. 2. Need Secretariat to provide coordination.	► Establish Steering Committee (for next three years) using FPTSC Work Group as initial body to develop and determine appropriate composition. ► Establish Secretariat (for next three years) to support Steering Committee, launch Strategy, provide coordination, and address immediate needs.	2 Months 2 Months	Work Group Work Group

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
	3. Need better information exchange; need timely and reliable information and resources for athletes.	► Establish Resource Centre, within Secretariat to function as: <ul style="list-style-type: none"> ▪ part clearinghouse ▪ part referral centre ▪ part web site manager ▪ part client services/liaison Enhance clearinghouse service via provincial conferences, electronic tools, and referral network; available to other sectors and the public.	6 Months	Steering Committee/CCES
	4. Need mechanism for governmental linkage to stewardship of the overall Strategy.	Propose to have FPTSC responsible for this governmental linkage role; F-P/T plans to move forward with the London Declaration; strengthen P/T linkage with CCES and Spirit of Sport initiatives.		Secretariat
	5. Need to build key linkages and strategies to advance the Strategy.	► Identify and facilitate participation of broad-based sport and community groups with specific ethical considerations relevant to implementation of the Strategy, such as CAAWS, Aboriginal Sport Circle, CPC, etc.	3-6 Months	Steering Committee
STRENGTHEN CAPACITY	1. Need leadership development.	Review coaching curriculum; ensure mandatory modules on ethics and anti-doping.		CAC
		Develop tools for coaches, officials and Training Centres; for self-development and as intermediaries in the sport system.		CAC

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
		Investigate best practices/ learn from other sectors; liaison with Sport Collective initiative.		
		Create awareness of need to mentor next generation of ethics in sport leaders and encourage mentoring programs for that purpose.		All/Athletes CAN
	2. Need Ombuds office for amateur sport; need central point for public complaints/concerns.	► Investigate feasibility of an Ombuds office for sport; develop model for F-P/T consideration.	3 Months	CCES/University of Western Ontario
	3. Need to ensure procedural fairness.	Promote P/T affiliation with national ADR program; integrate throughout sport system.		CCES/Nova Scotia
	4. Need to build research capacity.	Develop a fraternity of researchers in the academic community; leverage existing research money.	6-12 Months	University of Western Ontario
	5. Need counselling and rehabilitation mechanism.	Conduct a feasibility study on the provision of counselling and rehabilitation for offenders.		Steering Committee
	6. Need to build funding sources/capacity.	Establish role/capacity for identifying and brokering funding sources for sport community participation in the Strategy.		Secretariat
	7. Need to enhance NSOs capacity to promote ethical conduct in sport.	Conduct examination of sport-specific ethical cultures.		

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
		► Partner with two or three NSOs each year to investigate and develop actions to enhance capacity.		
POLICIES/ REGULATIONS	1. Need to implement Strategy in context of the Canadian Sport Policy and related initiatives.	Enhance participation/involvement of other government ministries and of sport federations.		FPTSC
	2. Need to review topical policy issues.	► Recommend a course of action to develop a comprehensive Canadian policy against doping in sport.	4 Months	FPTSC
		► Review of the sport community's 2000 Canadian Policy on Doping in Sport.	1-2 Years	CCES
	3. Need to increase involvement of provincial ministries and provincial organizations.	► Develop discussion paper and proposed solutions for nutraceuticals, including consultation with sport community. Determine roles and responsibilities of F-P/T ministries and sport organizations. Use funding eligibility criteria to enhance sport organizations' involvement.	6 Months	CCES FPTSC
	4. Need review of regulatory options concerning professional sport.	Conduct review.	Completed	Steering Committee

COMPONENTS OF THE STRATEGY	ISSUE/PROCESS	ACTION ► DENOTES IMMEDIATE PRIORITY	DURATION	LEAD
INTERNATIONAL INITIATIVES	<ol style="list-style-type: none"> 1. Need to explore and use available linkages, opportunities and resources. 2. Need to promote values-based sport systems internationally, and exercise influence in other forums. 3. Need harmonization of ethical standards internationally. 	<p>Work with WADA on problem of nutraceuticals; WADA ethics and education committee.</p> <p>Linkages with other initiatives:</p> <ul style="list-style-type: none"> ▪ Court of Arbitration for Sport. ▪ International Fair Play Movement. ▪ European studies on sport and youth (protection of young athletes). ▪ WADA <p>Liaise with international colleagues and linkages with existing programs and events.</p> <p>Address issues related to professional sport.</p>		All
MONITORING/ EVALUATION OF THE STRATEGY	<ol style="list-style-type: none"> 1. Need to identify appropriate mechanism(s) for regular monitoring and evaluation. 2. Need impact evaluation. 	<p>Establish and monitor systemic measures; success indicators and milestones.</p> <p>Review CCES “Program Monitoring and Evaluation System” for application to Strategy.</p> <p>► Develop mechanism for monitoring the implementation of the FPTSC Action Plan and the effectiveness of the Secretariat.</p> <p>Design evaluation methodologies to measure change in ethical conduct.</p>	 6-12 Months 6 Months	Steering Committee CCES Steering Committee Steering Committee