

APPENDIX A



Independent High Performance Review - Request for Proposals

Introduction

Rowing Canada Aviron (RCA) is issuing a request for proposals to procure third-party expert review services to conduct an Independent High Performance Review.

Organizational Background

RCA is a non-profit organization recognized by the Government of Canada and the Canadian Olympic Committee (COC) as the national governing body for rowing in Canada. RCA is a member of the COC, the Canadian Paralympic Committee and World Rowing, the international federation for rowing. RCA delivers programming for High Performance rowers as well as support and services to ~ 150 member organizations for over 12,000 stakeholders including rowers, coaches, umpires and volunteers.

Safe Sport continues to be an evolving area of focus for all sport in Canada and it remains one of RCA's top priorities. RCA has taken several steps since 2018 to grow awareness and to implement practices to prevent and address any form of maltreatment. General information and work undertaken by RCA is found online in our [Safe Sport webpage](#).

Additional information about RCA can be found on our website including in our [Annual Reports](#) and our [Strategic Priorities](#).

Context

The RCA Board received several letters in late 2021 and early 2022 from members of our community expressing concerns regarding the governance, management, and high-performance aspects of the organization. Issues included deep concerns about the high-performance training environment and its oversight, transparency in communications, interpersonal issues, unclear roles and responsibilities, and unclear complaint management processes. More information as outlined in a Letter to Our Community can be found in Annex A.

We are an organization with aspirations of consistent podiums on the world stage that is committed to ensuring that we foster respectful interactions between all participants, free from all forms of harassment and abuse. The safety and well-being

of all RCA athletes, coaches, staff, umpires, and volunteers is of utmost importance. Accordingly, we have committed to arrange an independent review of our high-performance programs to identify organizational concerns, deficiencies, and/or aspirations and to also set out recommendations for addressing gaps and improving processes. This review will include a focus on the NSO high performance framework for the Olympic and Paralympic National Team Programs. In addition, the optimal specific roles of the Board of Directors, Senior staff leadership and the Technical staff (National Coaches and other key technical support staff) will be determined in driving success and creating a safe, inclusive culture that is free of maltreatment.

This review process is focused on the operations and policies under the jurisdiction of RCA but may require an element of review/input from partners and external parties (such as OTP, CSI, ITPSport and Sportlex) to fully assess the impact and effectiveness of work carried out to date by RCA.

Objectives

The review will achieve the following:

1. Identify existing challenges, system gaps and areas of strength specific to a *Safe and Inclusive Culture* as guided by the applicable key questions and assessment areas as outlined in Appendix A.
2. Identify existing challenges, system gaps and areas of strength specific to the *High Performance Framework* as guided by the applicable key questions and assessment areas as outlined in Appendix A.
3. Provide recommendations which may be advisable and/or necessary in order to ensure a safe and inclusive high-performance culture that will enhance Canada's podium potential in Paris 2024, Los Angeles 2028 and beyond.

Key Deliverables

The successful candidate is expected to complete the following as part of the review:

1. Submit a written review report for the RCA Board of Directors.
2. Deliver a presentation to the RCA Board of Directors on the overall insights and recommendations, with opportunity for questions and answers.
3. Submit a written summary report prepared for the RCA Board of Directors that will be made publicly available.
4. Ensure a mechanism is put in place for the purposes of the review whereby individuals can either submit their information confidentially in electronic form and/or they can volunteer to be interviewed in person.

Bid Requirements

Candidates may choose to submit a proposal to exclusively review the *Safe and Inclusive Culture* portion or the *High-Performance Framework* portion, or both.

In order to be considered for this contract, please provide the following information in your proposal:

*Introduction**

(Inclusive of, but not limited to):

- Company or candidate overview (history, experience, accomplishments)
- Mission & Values statements (organization)
- Not For Profit and / or Sport experience relevant to this role
- Confirmation of Contractor status (other active contracts)
- Confirmation of availability for the time period identified in this RFP

Proposed Service

- Specifically addresses requirements as listed in this RFP
- Timelines and other considerations to factor in the decision-making process

Budget

- Proposed contract fee and/or fee structure
- Other associated costs (support requirements if appropriate)

Disclosure

- Conflict of interest, or potential thereof

References

Minimum of three, with the following preferences:

- Customer relationship of 5+ years
- Customer relationship of 3-5 years
- Customer relationship of 1-3 years

References may be checked and evaluated

*RCA reserves the right to request any additional documentation that it deems necessary to assist with the review and contract award process.

Selection Process

RCA will determine which vendors are deemed best qualified to complete the project based on the information requested in the RFP. Proposals will be assessed based on criteria found in Appendix B.

Short-listed vendors may be invited to a two-step interview process; an RFP discovery interview and a virtual interview.

The RFP discovery interview's purpose is to provide vendors with the ability to seek further clarification on expected outcomes of the scope of work listed in the RFP

document. The discovery interview goal is to uncover any assumptions related to the scope of work by either the vendor or Rowing Canada.

Timelines*

Proposal Submission: April 1, 2022
Interviews Completed by: April 21, 2022
Successful Firm Selected by: April 29, 2022
Review Commenced: May 2022
Final Written Report Submissions: July 2022

(*May be subject to change)

Questions and Proposal Submission

Any questions regarding this RFP can be directed to Carol Purcer, President, and/or Terry Dillon, CEO who will be available to all potential applicants leading up to the submission deadline.

Carol Purcer: president@rowingcanada.org

Terry Dillon: tdillon@rowingcanada.org

The deadline for receipt of your proposal submission is no later than April 1, 2022 at 5:00pm PT.

Documents must be submitted in an electronic format to:

Sid Murdoch, RCA Secretary

rca@rowingcanada.org

Annex A - RCA Letter to Our Community

Letter to Our RCA Community

February 25, 2022

The Rowing Canada Aviron (RCA) Board of Directors would like to address our members to inform them of our commitment to collaboratively and meaningfully address issues raised while building on the continuing efforts that the leadership group has undertaken and achieved.

The RCA Board received several letters in late 2021 and early 2022 from members of our community expressing concerns regarding the governance, management, and high-performance aspects of the organization. Issues included deep concerns about the high-performance training environment and its oversight, transparency in communications, interpersonal issues, unclear roles and responsibilities, and unclear complaint management processes.

We experienced RCA's cultural strength through our Strategic Planning consultation process in 2020-21, our community wide COVID response, and our Olympians and Paralympians in Tokyo, and we also recognize areas that require improvement. Throughout the strategic planning engagement process, we heard that having strong policies and procedures in place, while essential, is only the starting point. We must also work collaboratively with our member communities to modernize our governance systems and processes, and to foster the sport environment we want. Importantly, we must also continue to educate our community to ensure a collective understanding and commitment to safe and respectful training and workplace environments, including knowing what to do when people feel unsafe or maltreated.

As an organization, we understand our duty of care to our membership. We are committed to creating a healthy and respectful environment where our members feel confident to lead, compete, and coach. We are committed to ensuring that RCA fosters respectful interactions between all participants, free from all forms of harassment and abuse. The safety and well-being of all RCA athletes, coaches, staff, umpires, and volunteers is of utmost importance.

We are grateful to those who have shared their comments, experiences, and concerns. We are listening and we want to work with you towards a healthy and inclusive culture. We empathize with your experiences, and we appreciate everyone's patience as we address the concerns in a manner that reflects our values and due diligence in the following ways:

Commitment 1: To continue communicating the RCA Safe Sport initiatives related to maintaining a physically and psychologically safe high-performance environment, RCA commits to the following:

1. In the context of Safe Sport, providing enhanced trauma informed training and care for athletes and staff.
2. Greater gender equity and diversity in coaching and throughout the organization.
3. An enhanced process for upholding the Rule of Two.
4. Clear communication and education with respect to RCA's Independent Third Party role and process.
5. Greater transparency and accountability in processes for hiring HP coaches.
6. Greater transparency and accountability in the processes for HP athlete selection.
7. Comprehensive suites of orientation and exit processes and resources across the organization.
8. Creating avenues and events for Alumni involvement with RCA.

Commitment 2: To conduct an Independent Review and involve stakeholders in a Review Working Group:

1. The Board will issue a Request for Proposals (RFP) for an Independent Review of RCA's HP programs and a review of our systems, structures, and policies related to governance and management. An Independent Review identifies organizational concerns, deficiencies, and/or aspirations and sets out recommendations for addressing gaps and improving processes. The purpose of an Independent Review is to collect information and documentation, analyze that material, and extract learnings in a final report which will guide the necessary changes to address specific issues.
2. The RFP will contain the scope of work, selection process, and deliverables. The objective is to commence the review process by end of March 2022. The selected Reviewer will arrange an anonymous mechanism for providing feedback directly to the Reviewer.
3. Once the RFP has been circulated, RCA will share a Call for Expressions of Interest inviting diverse community participation in an RCA Review Working Group.
4. The RCA Review Working Group will advise and liaise with the RCA Board regarding the Independent Report recommendations. The RCA Board will then provide updates to the rowing community.
5. As required, RCA will engage experts to support the implementation of the recommendations emerging from the Independent Review.

Commitment 3: To continuously improve RCA's governance:

1. The Board will distribute a call for expressions of interest to join the Governance and Policy Committee of the Board.

RCA Board members, staff, and coaches want to lead rowing in Canada as trusted partners and role models. We will strengthen our culture by living our values of

diversity and inclusion, collaboration, accountability, creativity, and passion through engaging an independent review of the organization and working to ensure all of our structures, practices, and behaviours align.

Questions can be directed to:

Carol Purcer, President president@rowingcanada.org

Sincerely, RCA Board of Directors

Carol Purcer – RCA President

Lindsay Bergen – RCA Athlete Director

Tom Hawker – RCA Director at Large and Treasurer

Carol Hermansen – RCA Provincial Director

Dana Thorne – RCA Director at Large

Jane Thornton – RCA Director at Large

Jennifer Walinga – RCA Director at Large

Appendix A - Key Questions and Areas of Examination

KEY QUESTIONS THE REVIEW WILL ANSWER

1. Does our culture support and foster a safe environment? What gaps exist that can be enabling maltreatment or inhibiting our performance? What will it take to rebuild trust where it has been lost?
2. Do we have sufficient policy and procedure for complaints and mechanisms for concerns to be heard, are they well understood, are they trusted, are they being followed, and are there gaps where we could improve?
3. Do we have sufficient policies and procedures to prevent and address maltreatment? Are they well understood, are they being followed, and are there gaps where we could improve?
4. What are the strengths, gaps and opportunities that exist in the high-performance programs that are delivered at the RCA National Training Centre? Including but not limited to, Technical Leadership, Coaching, Daily Training Environment, Competition Structure, Performance Science, Research and Innovation, for both the Olympic and Paralympic programs.
5. What are the strengths, gaps and opportunities that exist in our NextGen Programs and the athlete pathway?
6. What is working or not working as we strive for inclusivity and gender equity in our coaching and technical leadership? What might we do to improve this?

CRITICAL AREAS OF EXAMINATION

Safe and Inclusive Culture

1. Our Environment - do we feel safe?
2. Our Policies and Process - are they sufficient to prevent and address maltreatment?
3. Our Governance - do we adhere to transparent and best practice governance principles?

High Performance Framework

1. High Performance Structure - is it World Class?
2. Technical Leadership - is it World Class?
3. Coaching – is it World Class?
4. Athlete Pool - is it sufficient?
5. Performance Science, Research and Innovation (PSRI) - does it effectively impact podium performance?

Appendix B - Evaluation Criteria

Capabilities And Experience of The Bidding Individual/Organization (50%)

- Demonstrated experience working with similar organisations and scope of work
- Sport environment experience
- Demonstrated expertise in written and oral presentation
- Availability for the time period identified

Costing Model (35%)

- Budget proposals reflects the goals and deliverables of the project
- Displays command of project tasks through comprehensive work plans proposal
- Demonstrated ability to meet project timelines and budget (from other work examples)
- Risk identification and management strategies
- Cost in comparison to work value and other bids
- Display creativity and innovative approaches in achieving project goals
- Value added initiatives that were not identified in the RFP that fits within the project timeline and budget or adds value to the successful bid

Other (15%)

- References
- Presents a strong understanding of the RCA vision, mission, and strategic priorities

APPENDIX B



RCA Independent High Performance Review

As you may be aware, Rowing Canada Aviron ("RCA") has retained Rubin Thomlinson LLP ("RT") to conduct an Independent High Performance Review of the culture at RCA, including its safety and inclusion, as well as its policies and procedures to address Maltreatment.

We would very much like to hear from you in this regard and we hope that you will agree to participate in this survey. Your participation in this process is voluntary, confidential and anonymous (see limited exception below).

At the end of this process, RT will prepare a report addressed to the RCA Board of Directors in which we will summarize the information that was gathered during this process and provide recommendations to improve the culture within the RCA's High Performance environment. RT will not identify you, nor will we share any information that could be attributed to you specifically in the Report.

Please be aware that if you provide information to RT that suggests that you or someone else is currently experiencing behaviour that creates an imminent risk of harm to themselves or others, RT is obligated to share this information with the Safe Sport Independent Third Party in a process separate from the review. In doing so, RT may be required to disclose your identity, but please be assured that they will only do so if this is absolutely necessary.

The survey should take approximately 75-20 minutes to complete. Please participate candidly and, where the survey asks for examples, please provide as much detail as you can, including names, the roles of those involved, approximate dates, and/or locations relating to any incidents shared.

The deadline to submit survey responses is June 15, 2022. Your participation is important to us, so please take the time over the next few weeks to complete the survey. If you have any questions about the process, please contact Elizabeth Bingham of Rubin Thomlinson directly at ebingham@rubinthomlinson.com.

Once the survey phase of the process is complete, we will be conducting one-on-one interviews with members of the RCA High Performance community. If, after completing the survey, you would be willing to participate in a one-on-one interview with a representative from Rubin Tomlinson, there is an option to identify yourself within the survey so that a representative may contact you.

1. What is your current or most recent role with RCA?

Athlete

Coach

Staff

Contractor

Board Member

Other (please specify)

2. (a) Have you held any other roles with RCA?

Yes

No

(b) If you answered yes, please specify.

3. During what period(s) of time have you been involved with RCA? (check all that apply)

2016 quadrennial

2020 quadrennial

2024 quadrennial

4. What is your gender?

5. (a) How would you describe your experience of the culture within RCA's High Performance environment?

Very negative

Negative

Neutral

Positive

Very positive

(b) Please provide reason/s for your response.

6. How familiar are/were you with RCA's Safe Sport policies and procedures during your time with RCA?

Not at all familiar

Slightly familiar

Somewhat familiar

Moderately familiar

Extremely familiar

7. (a) How would you rate the quality of information and/or training you have received on RCA's Safe Sport policies and procedures?

Poor

Fair

Good

Very good

Excellent

I haven't received any information or training

(b) Please provide reason/s for your response.

8. (a) Please indicate your level of agreement with the following statement: If I experienced, witnessed or was told about Maltreatment (including, Discrimination, Harassment, Neglect, Bullying, Sexual Harassment, Workplace Harassment and/or Workplace Violence) occurring in the RCA High Performance Environment, I would report it.

For definitions of Maltreatment, Discrimination, Harassment, Neglect, Bullying, Sexual Harassment, Workplace Harassment and Workplace Violence, please see the RCA Safe Sport Policy Manual at https://rowingcanada.org/uploads/2021/04/RCA-Safe-Sport-Policy-Manual_FINAL.pdf

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

(b) Please provide reason/s for your response.

9. (a) Please indicate your level of agreement with the following statement: I have confidence in RCA's Safe Sport Independent Third Party and their ability to address issues of Maltreatment .

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

(b) Please provide reason/s for your response.

10. (a) Please indicate your level of agreement with the following statement: I feel that RCA effectively addresses issues of Maltreatment.

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

(b) Please provide reason/s for your response.

11. (a) Have you ever witnessed, been subject to, or heard of Maltreatment occurring within the RCA High Performance environment?

Please note that your answer to this question is not considered a report under RCA's Safe Sport Policy Manual.

Yes

(b) If you answered yes, please provide example/s

12. (a) Please indicate your level of agreement with the following statement: I feel that RCA effectively addresses issues and/or resolves conflicts that do not amount to Maltreatment (for example, interpersonal conflict or isolated incidents of disrespectful behaviour).

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

(b) Please provide reason/s for your response.

13. (a) Please indicate your level of agreement with the following statement: I feel that RCA's High Performance environment is inclusive.

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

(b) Please provide reason/s for your response.

14. (a) Please indicate your level of agreement with the following statement: I feel that RCA's High Performance environment is gender equitable.

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

(b) Please provide reason/s for your response.

15. Do you have any suggestions for how RCA can create a safer, more inclusive and equitable High Performance environment?

16. Is there anything else you would like to share?

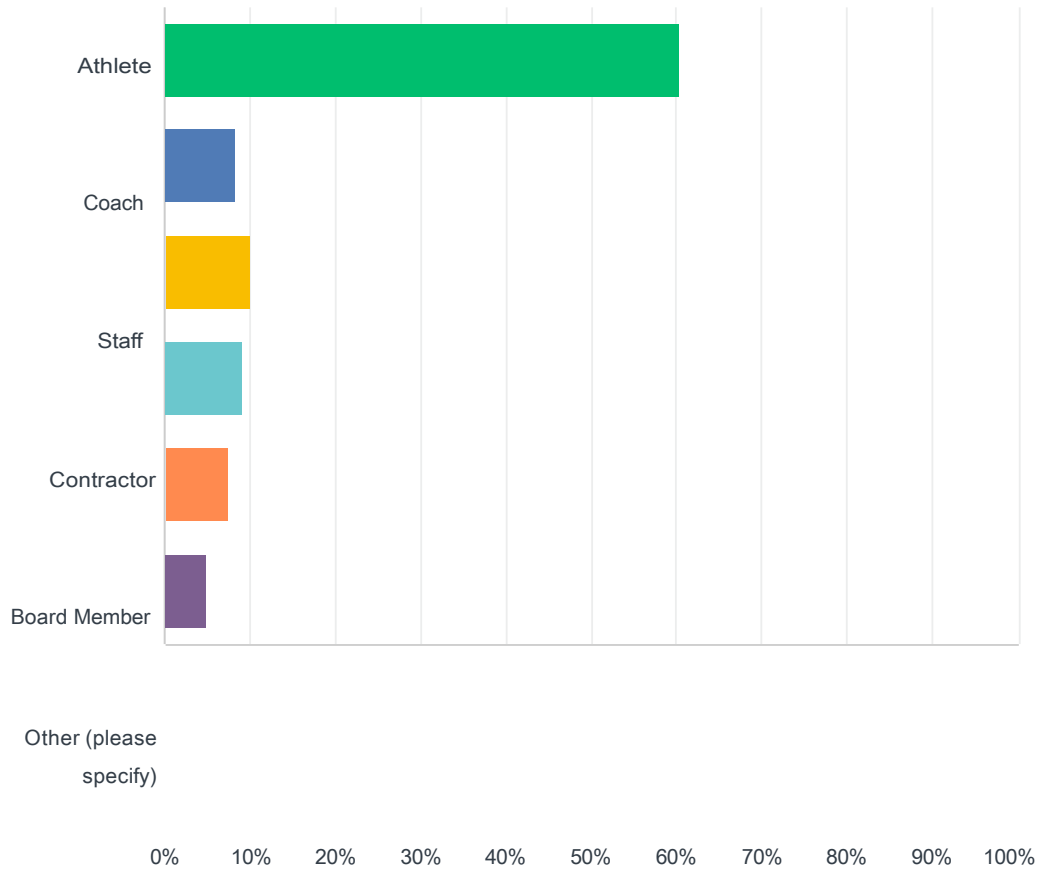
17. (a) As part of the review process, we will be conducting several one-on-one interviews in order to gather additional information. Are you willing to participate in an interview?

Yes

(b) If you answered yes, please provide your contact information. A representative of RT will be in touch directly with those participating in interviews.

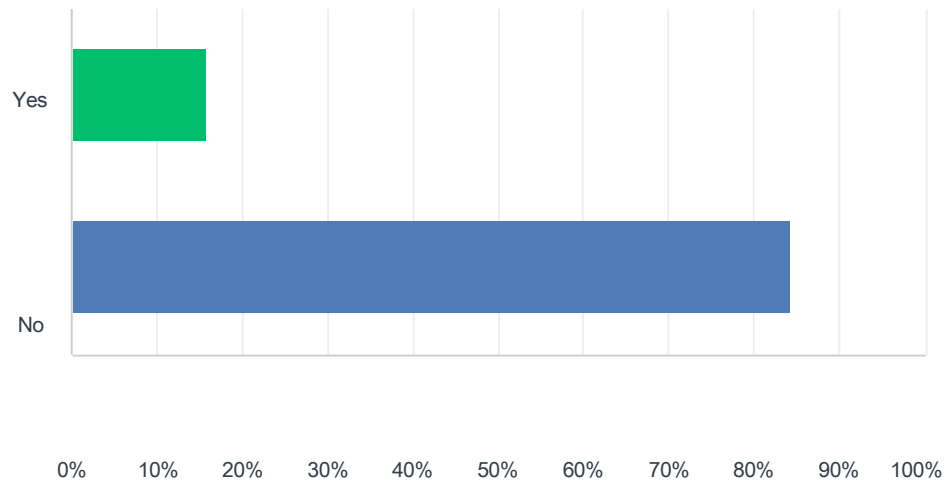
APPENDIX C

1. What is your current or most recent role with RCA?



ANSWER CHOICES	RESPONSES	
Athlete	60.33%	73
Coach	8.26%	10
Staff	9.92%	12
Contractor	9.09%	11
Board Member	7.44%	9
Other (please specify)	4.96%	6
TOTAL		121

2a. Have you held any other roles with RCA?

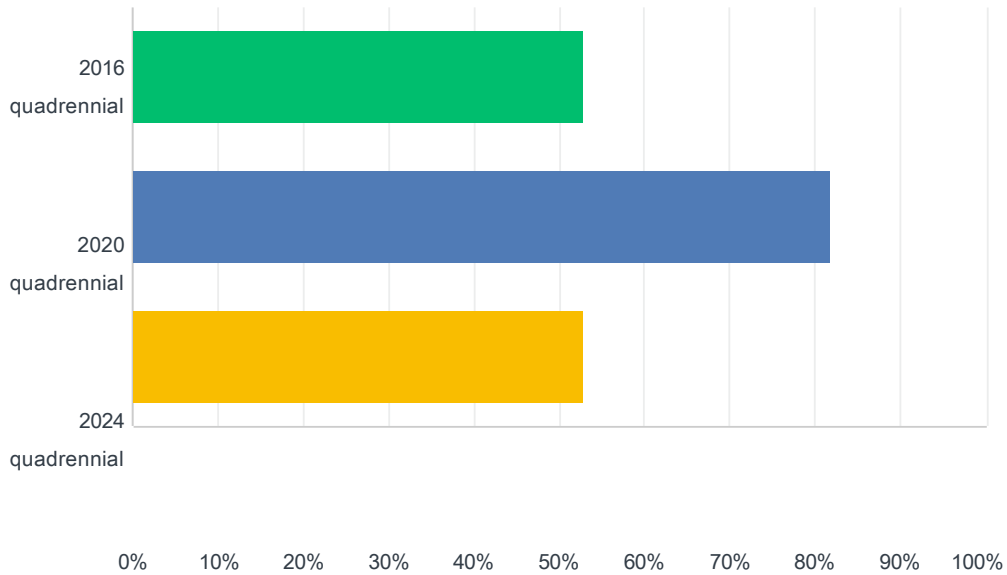


ANSWER CHOICES	RESPONSES	
Yes	15.83%	19
No	84.17%	101
TOTAL		120

2b. If you answered yes, please specify.

Answers excluded because this question collected identifying information.

3. During what period(s) of time have you been involved with RCA? (check all that apply)

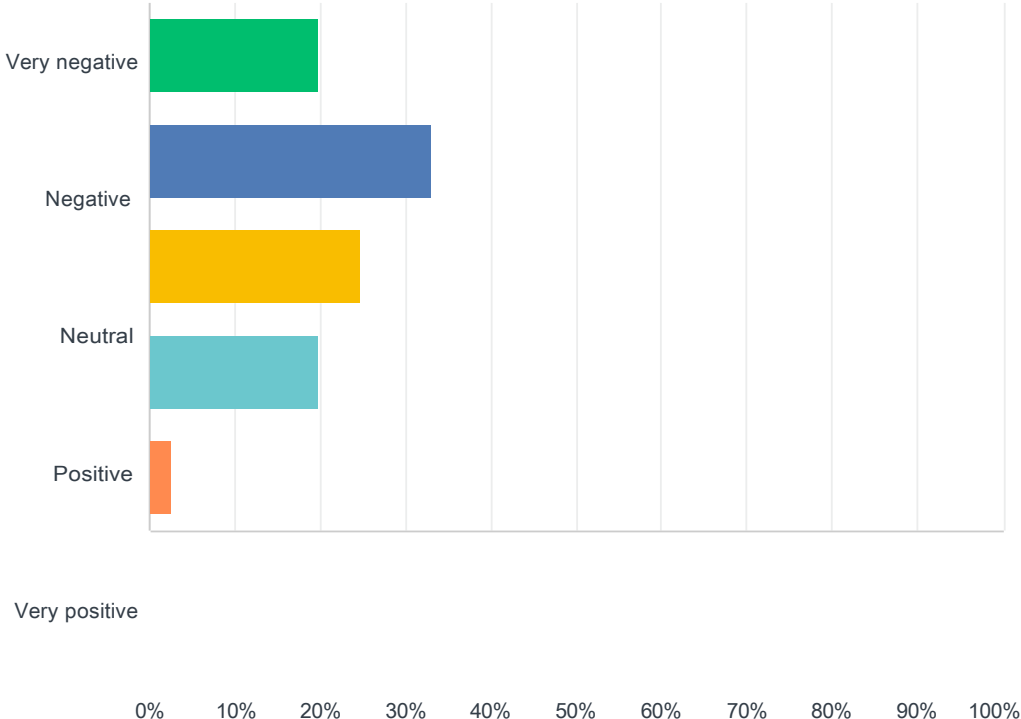


ANSWER CHOICES	RESPONSES	
2016 quadrennial	52.89%	64
2020 quadrennial	81.82%	99
2024 quadrennial	52.89%	64
Total Respondents: 121		

4. What is your gender?

Answers excluded because this question collected identifying information.

5a. How would you describe your experience of the culture within RCA’s High Performance environment?

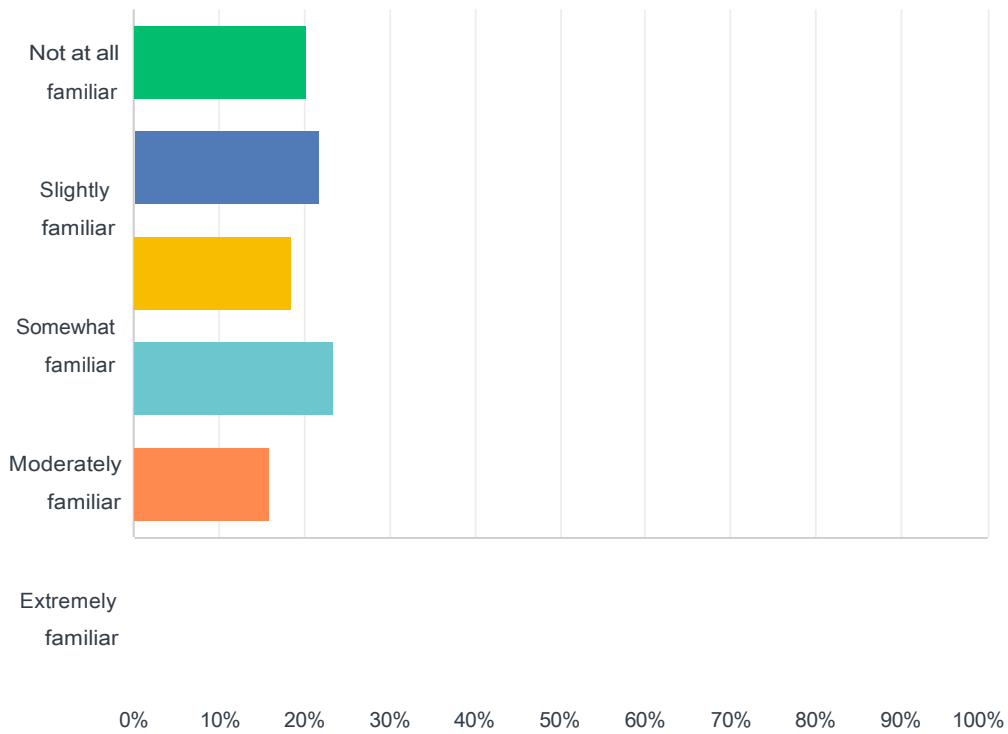


ANSWER CHOICES	RESPONSES	
Very negative	19.83%	24
Negative	33.06%	40
Neutral	24.79%	30
Positive	19.83%	24
Very positive	2.48%	3
TOTAL		121

5b. Please provide an example/s that informed your response.

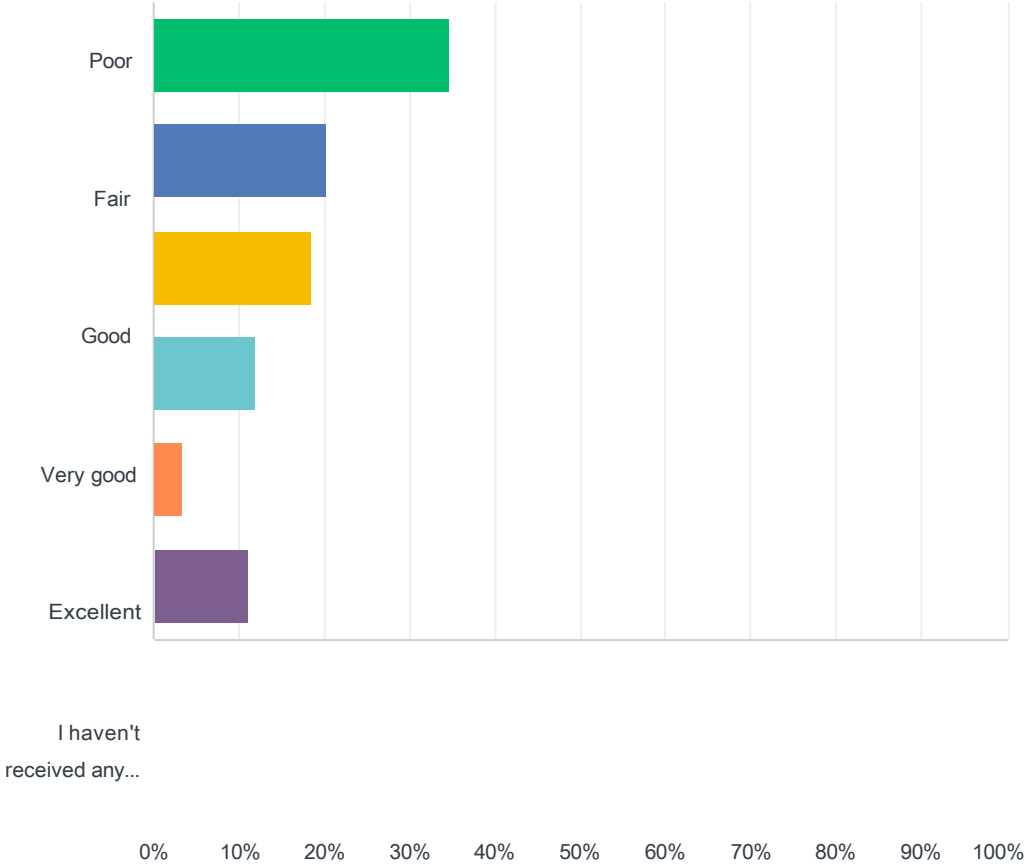
Answers excluded because this question collected identifying information.

6. How familiar are/were you with RCA’s Safe Sport policies and procedures during your time with RCA?



ANSWER CHOICES	RESPONSES	
Not at all familiar	20.17%	24
Slightly familiar	21.85%	26
Somewhat familiar	18.49%	22
Moderately familiar	23.53%	28
Extremely familiar	15.97%	19
TOTAL		119

7a. How would you rate the quality of information and/or training you have received on RCA’s Safe Sport policies and procedures?



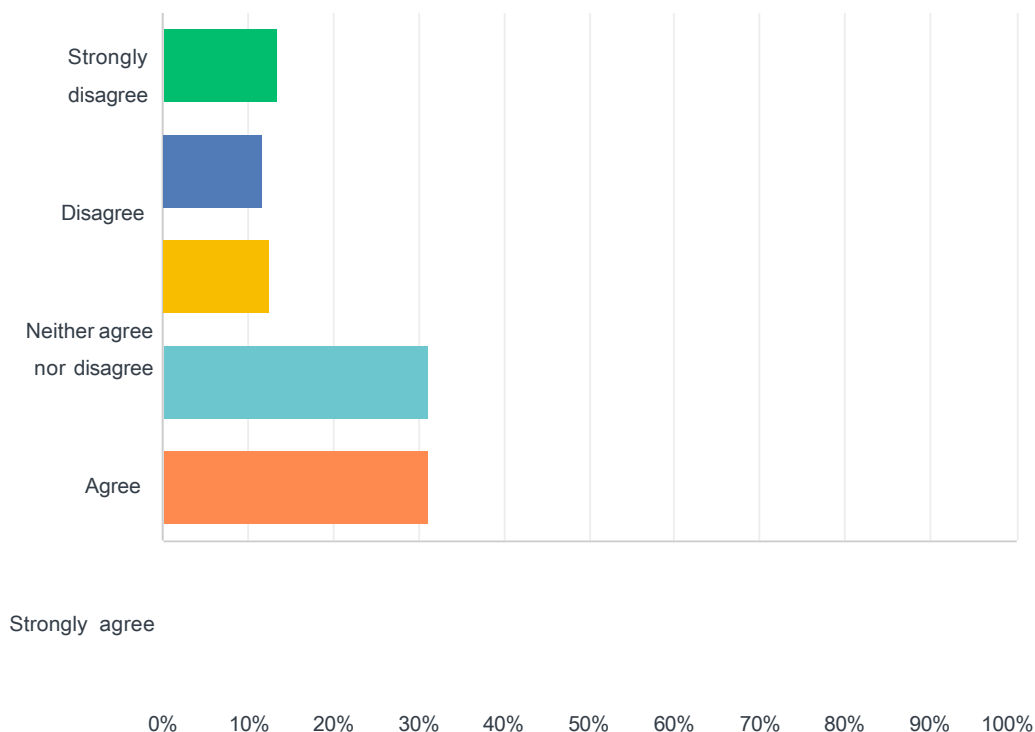
ANSWER CHOICES	RESPONSES	
Poor	34.75%	41
Fair	20.34%	24
Good	18.64%	22
Very good	11.86%	14
Excellent	3.39%	4
I haven't received any information or training	11.02%	13
TOTAL		118

7b. Can you provide reason/s for your response?

Answers excluded because this question collected identifying information.

8a. Please indicate your level of agreement with the following statement:

If I experienced, witnessed or was told about Maltreatment (including, Discrimination, Harassment, Neglect, Bullying, Sexual Harassment, Workplace Harassment and/or Workplace Violence) occurring in the RCA High Performance Environment, I would report it. For definitions of Maltreatment, Discrimination, Harassment, Neglect, Bullying, Sexual Harassment, Workplace Harassment and Workplace Violence, please see the RCA Safe Sport Policy Manual at: https://rowingcanada.org/uploads/2021/04/RCA-Safe-Sport-Policy-Manual_FINAL.pdf



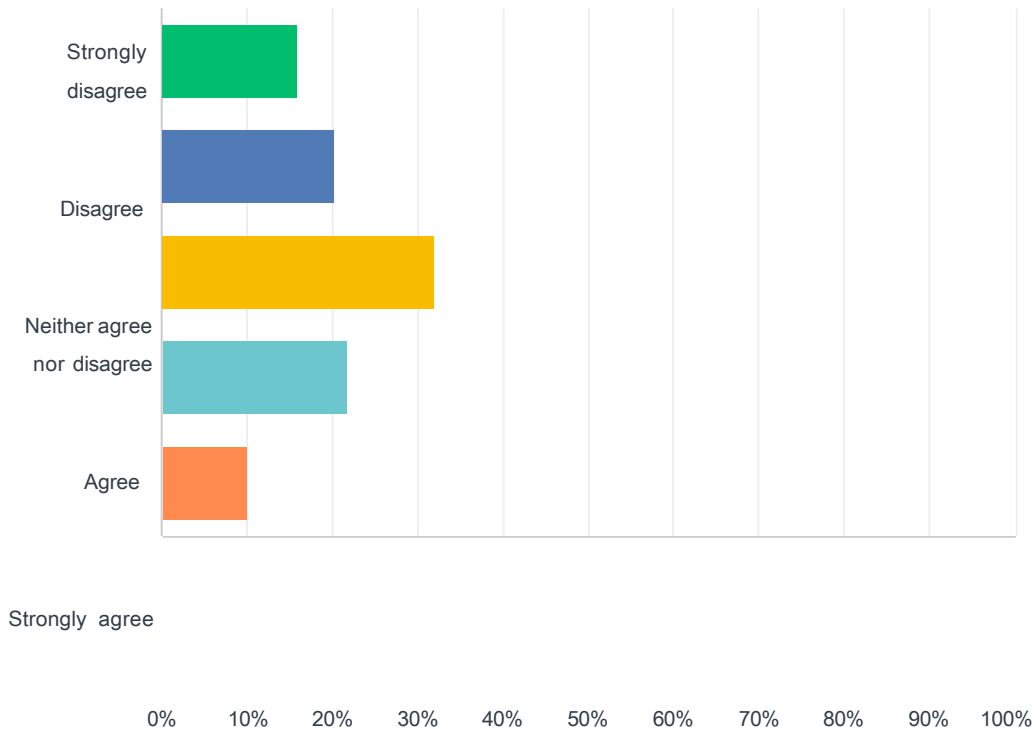
ANSWER CHOICES	RESPONSES	
Strongly disagree	13.45%	16
Disagree	11.76%	14
Neither agree nor disagree	12.61%	15
Agree	31.09%	37
Strongly agree	31.09%	37
TOTAL		119

8b. Please provide reason/s for your response.

Answers excluded because this question collected identifying information.

9a. Please indicate your level of agreement with the following statement:

I have confidence in RCA’s Safe Sport Independent Third Party and their ability to address issues of Maltreatment.



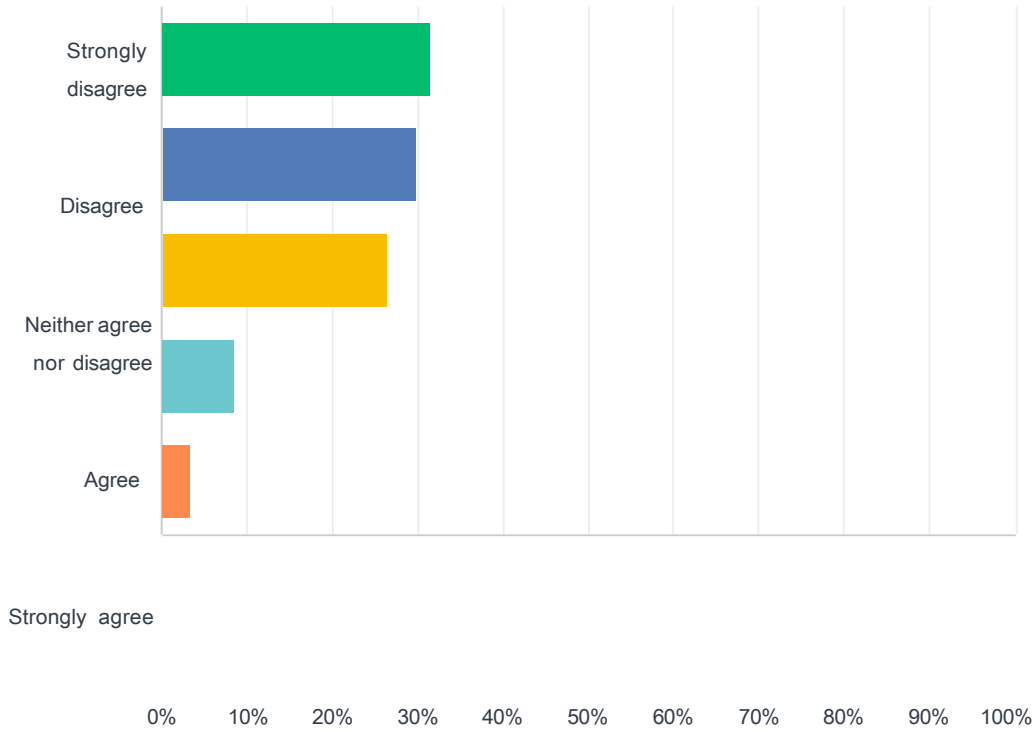
ANSWER CHOICES	RESPONSES	
Strongly disagree	15.97%	19
Disagree	20.17%	24
Neither agree nor disagree	31.93%	38
Agree	21.85%	26
Strongly agree	10.08%	12
TOTAL		119

9b. Please provide reason/s for your response.

Answers excluded because this question collected identifying information.

10a. Please indicate your level of agreement with the following statement:

I feel that RCA effectively addresses issues of Maltreatment.

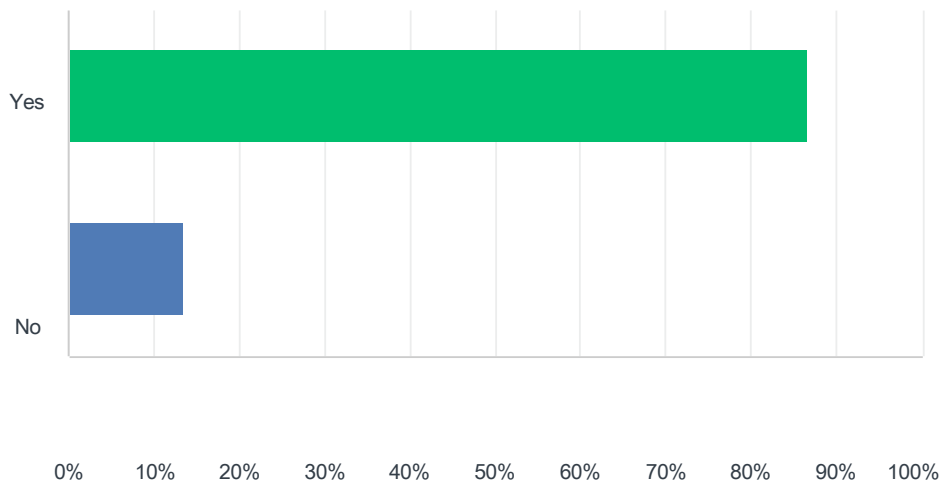


ANSWER CHOICES	RESPONSES	
Strongly disagree	31.62%	37
Disagree	29.91%	35
Neither agree nor disagree	26.50%	31
Agree	8.55%	10
Strongly agree	3.42%	4
TOTAL		117

10b. Please provide reason/s for your response.

Answers excluded because this question collected identifying information.

11a. Have you ever witnessed, been subject to, or heard of Maltreatment occurring within the RCA High Performance environment? Please note that your answer to this question is not considered a report under RCA’s Safe Sport Policy Manual.



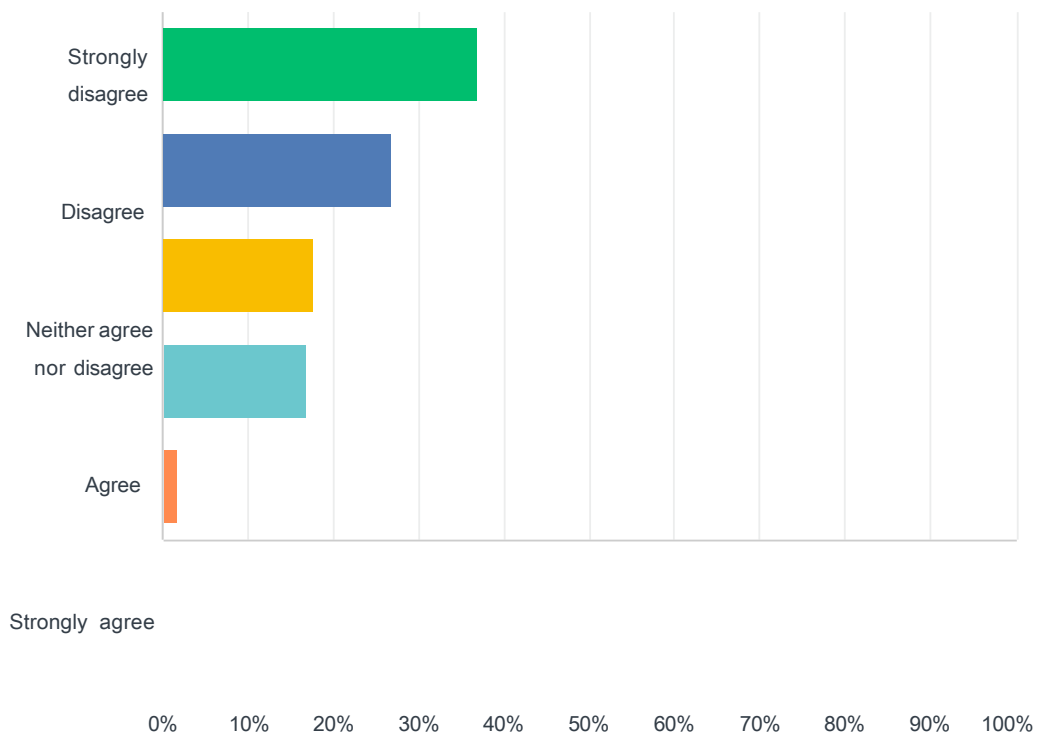
ANSWER CHOICES	RESPONSES	
Yes	86.55%	103
No	13.45%	16
TOTAL		119

11b. If you answered yes, please provide example/s?

Answers excluded because this question collected identifying information.

12a. Please indicate your level of agreement with the following statement:

I feel that RCA effectively addresses issues and/or resolves conflicts that do not amount to Maltreatment (for example, interpersonal conflict or isolated incidents of disrespectful behaviour).



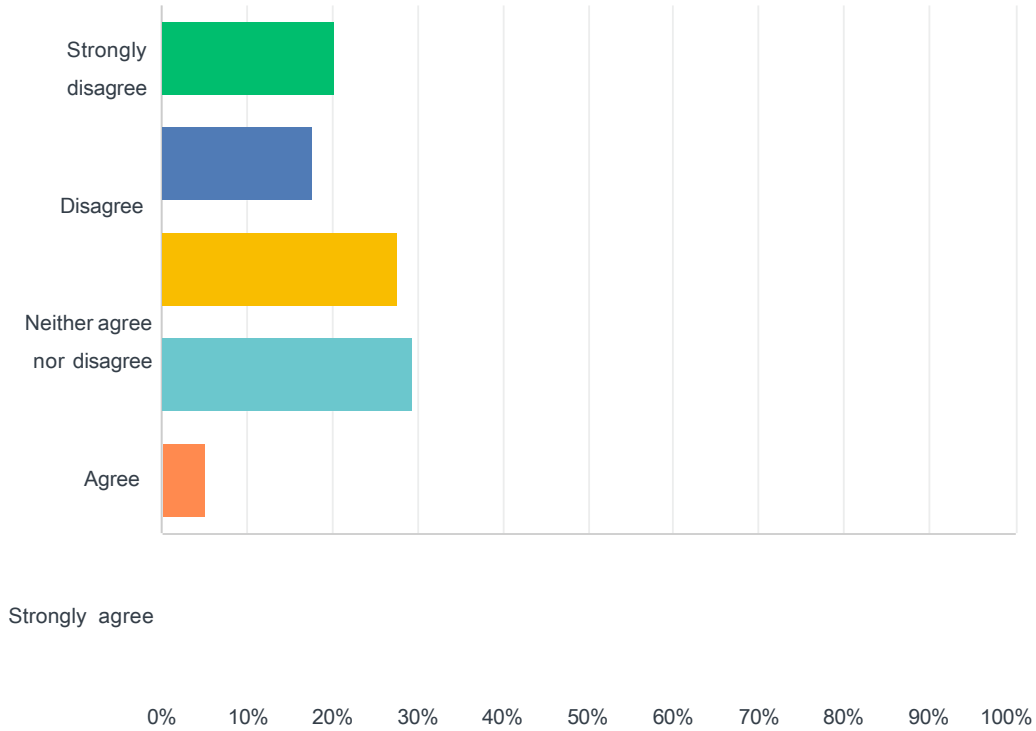
ANSWER CHOICES	RESPONSES	
Strongly disagree	36.97%	44
Disagree	26.89%	32
Neither agree nor disagree	17.65%	21
Agree	16.81%	20
Strongly agree	1.68%	2
TOTAL		119

12b. Please provide reason/s for your response.

Answers excluded because this question collected identifying information.

13a. Please indicate your level of agreement with the following statement:

I feel that RCA’s High Performance environment is inclusive.



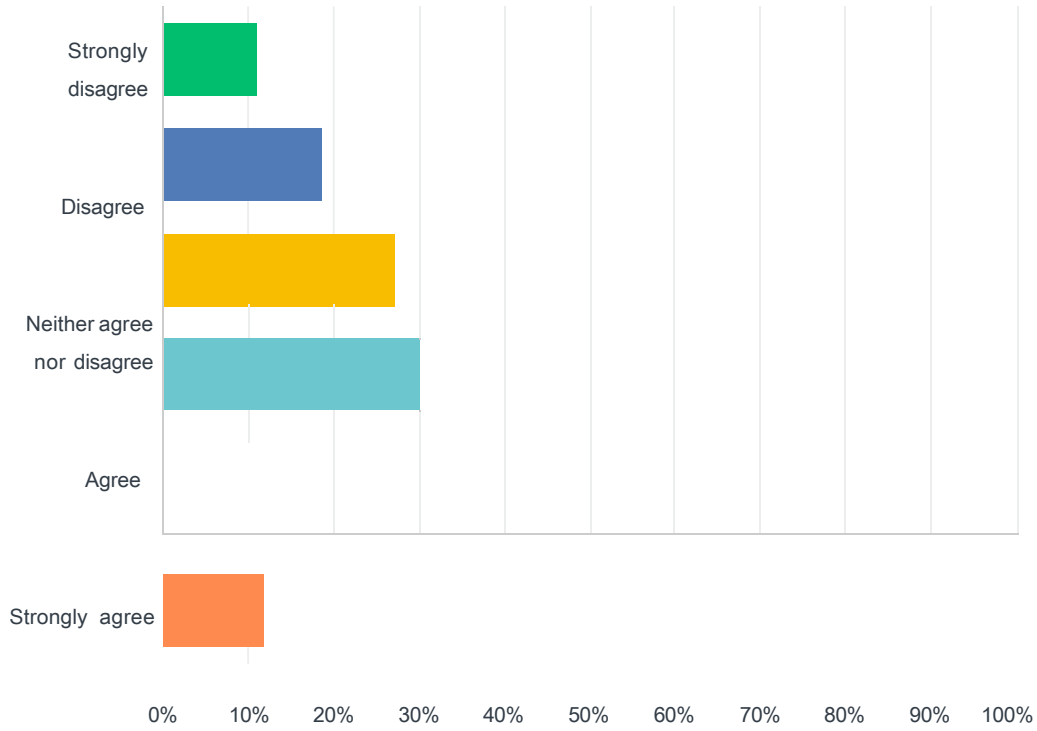
ANSWER CHOICES	RESPONSES	
Strongly disagree	20.17%	24
Disagree	17.65%	21
Neither agree nor disagree	27.73%	33
Agree	29.41%	35
Strongly agree	5.04%	6
TOTAL		119

13b. Please provide reason/s for your response.

Answers excluded because this question collected identifying information.

14a. Please indicate your level of agreement with the following statement:

I feel that RCA’s High Performance environment is gender equitable.



ANSWER CHOICES	RESPONSES	
Strongly disagree	11.11%	13
Disagree	18.80%	22
Neither agree nor disagree	27.35%	32
Agree	30.77%	36
Strongly agree	11.97%	14
TOTAL		117

14b. Please provide reason/s for your response.

Answers excluded because this question collected identifying information.

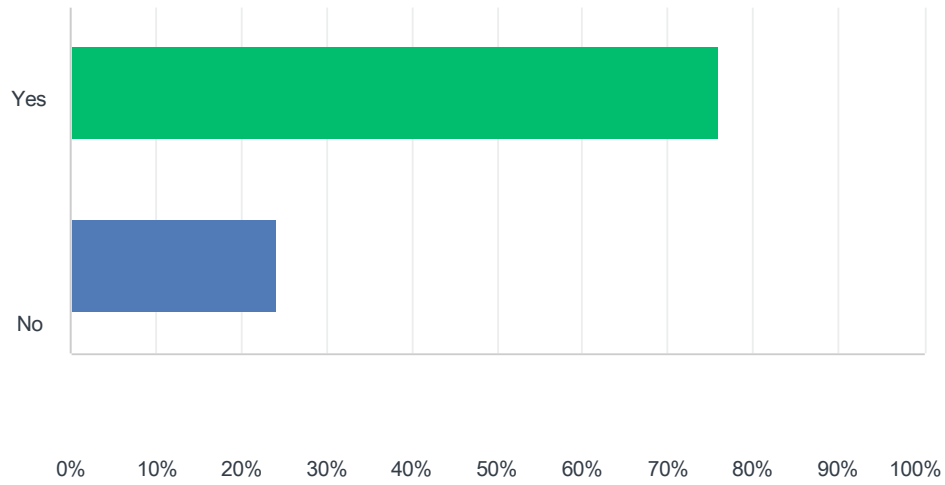
15. Do you have any suggestions for how RCA can create a safer, more inclusive and equitable High Performance environment?

Answers excluded because this question collected identifying information.

16. Is there anything else you would like to share?

Answers excluded because this question collected identifying information.

17a. As part of the review process, we will be conducting several one-on-one interviews in order to gather additional information. Are you willing to participate in an interview?



ANSWER CHOICES	RESPONSES	
Yes	75.83%	91
No	24.17%	29
TOTAL		120

17b. (Optional) If you answered yes, please provide your contact information. A representative of RT will be in touch directly with those participating in interviews.

Answers excluded because this question collected identifying information.

APPENDIX D

Works Consulted

1. Literature, Reports and Related Materials

Arent Fox LLP, *United States Olympic & Paralympic Committee, USRowing Community Summary* (2021).

Canadian Olympic Committee, *Canadian Sport Governance Code* (2021).

Canadian Olympic Committee, *Good Governance Framework: A Guide for Implementing the Canadian Code of Governance* (2021).

Peter Donnelly & Gretchen Kerr, “Revising Canada’s Policies on Harassment and Abuse in Sport: A Position Paper and Recommendations” (Toronto: Centre for Sport Policy Studies Position Papers, University of Toronto, 2018).

Natalie Durand-Bush & Krista Van Slingerland, *Mental Health Strategy for High Performance Sport in Canada* (The Mental Health Partner Group, 2021).

Goodmans LLP, *Canadian Sports Governance Code: Supporting Resources* (2021).

Gretchen Kerr, “Next Steps in the Safe Sport Journey: From Prevention of Harm to Optimizing Experiences” (SIRC, 2021), online: <https://sirc.ca/blog/next-steps-in-the-safe-sport-journey/>.

ITP Sport & Recreation Inc., *The Coach Perspective: A Safe Sport Review* (2021).

McLaren Global Sport Solutions, *McLaren Independent Canada Soccer Review – Final Report* (2022).

Sport Dispute Resolution Centre of Canada, *Example of Governance and Sport Policy Structure*.

Sport Dispute Resolution Centre of Canada, *Guide to Administrative Fair Play*.

Sport Law, “Harassment in Sport – Eradicating Harassment in Your Sport Organization” (2017), online: <https://sportlaw.ca/harassment-in-sport-eradicating-harassment-in-your-sport-organization/>.

Sport Law & Strategy Group, *Review of Safe Sport and HR Practices, Findings and Recommendations Report, Submitted to Vancouver Whitecaps* (2019).

Julie Stevens (Ed.), *Safe Sport: Critical issues and practices* (St. Catharines: Centre for

Sport Capacity, Brock University, 2022).

Erin Wilson et al., “Listening to Athletes’ Voices: National Team Athletes’ Perspectives on Advancing Safe Sport in Canada” (2022) *Frontiers in Sport and Active Living*.

Ilan Yampolsky, *Independent Safe Sport Review Report, Senior High Performance Program, Canada Artistic Swimming* (ITP Sport & Recreation Inc., 2020).

2. Policies and Procedures

a) RCA

- Canadian Amateur Rowing Association By-Laws
- Director Profile - Member of the Board of Directors
- Directors and Officers Conflict of Interest Policy and Annual Declaration
- Equity and Diversity Policy
- Governance Policy
- RCA Strategy 2025: Vision, Values and Strategic Priorities
- Safe Sport Policy Manual
- Transinclusion Policy

b) Office of the Sport Integrity Commissioner

- Universal Code to Prevent and Address Maltreatment in Sport, 2022

c) Canada Artistic Swimming

- Conduct Policy, 2021
- Discipline and Complaint Policy and Procedure, 2021
- Discrimination, Harassment & Maltreatment Policy, 2021

d) Canada Soccer

- Disciplinary Code, 2020

- Whistleblower Policy, 2021

e) Gymnastics Canada

- Abuse, Maltreatment, and Discrimination Policy, 2019
- Code of Ethics and Conduct Policy, 2019
- Complaints and Discipline Policy and Procedures, 2019
- National Safe Sport Policy, 2019

f) Swimming Canada

- Complaints, Disciplinary Action and Dispute Resolution Policy, 2017
- Code of Conduct and Professional Ethics Policy, 2018
- Harassment Policy, 2017