



***ELEVATING THE
CONSCIENCE OF
CANADIAN
SPORT***

CANADIAN **CENTRE**
FOR **ETHICS** IN **SPORT**

POUR **CENTRE** **CANADIEN**
L'ÉTHIQUE **DANS LE** **SPORT**

ELEVATING THE CONSCIENCE OF CANADIAN SPORT



Vancouver 2010 was a watershed for sport in Canada. An overwhelming majority of the population seems to have spontaneously shifted its weight from the back to the front foot. It's cool to win – and cool to be part of Canadian sport. This hard-earned pride deserves to be protected and cherished. It's easy to forget how quickly a nation's sporting reputation can be tarnished. The Canadian Centre for Ethics in Sport does not forget. In fact, the Centre for Ethics in Sport is nothing less than a focal point and catalyst for the shared conscience of Canadian sport. To be clear, the role of the Canadian Centre for Ethics in Sport is not to tell sport what to do. Rather, the Centre strives to be a guarantor of an ethical playing field for sport's contestants. In other words, we monitor the rules of ethical engagement and explain the code of conduct and establish the framework for ethical debate around sport. This assumes, as in sport itself, a hard-fought consensus on shared values that allow for meaningful competition to take place. The Centre works to elevate that consensus into a conscience, one that has been centuries in the making, representative of the people of Canada.

Recognizing that Canadians want sport with a conscience, our purpose is to use ethics to remind all those who compete what is at stake; to remind Canada of the sport they want and hold dear.

The Canadian Centre for Ethics in Sport uses ethical debate to create an environment for meaningful dialogue around the future of sport, based on commonly agreed principles of right and wrong. As the facilitator and elevator of the conscience of Canadian sport, the Centre strives to shape the public consensus of how we should behave when we compete, always recognizing that in a democracy consensus is dynamic. The Canadian Centre for Ethics in Sport is one authority in Canada who can publicly protect the value system that will give Canadians the sport they want.—

THIS IS THE WORLD WE LIVE IN. OUR STORY EXPLAINS HOW WE GOT HERE AND PAINTS A PICTURE OF WHERE WE CAN GO FROM HERE.

Perhaps a few words need to be said about ethics itself for the sake of clarity throughout this story. —

We understand ethics to be the fundamental, yet somewhat fluid framework set by our shared values, societal morals and common beliefs. With ethics, we use that framework to evaluate, dis-

cuss and debate the questionable actions and decisions of others, to determine whether those actions are deemed ethical or not. Ethics are not, in and of themselves, a set of pre-digested, de-


finitive tests of good and evil. They are a means to an end, not the end itself, which allow us to offer a level playing field for issues to be brought forward and considered, with balanced judgment.

WHY STORY

In every great undertaking there are practical steps, but first there is a leap of faith. Ever since early hunters first gestured to each other in front of a fire, storytelling has been the way we help others make that leap, enabling us to marry the logic of where we're going with the magic of why we want to go in the first place.

Our story gives us both focus and a sense of vision. It helps us navigate even when there is no map, or when the plans are being rewritten. The essential elements of our story become the guiding stars that allow the leaders of this organization, and those in every level at the Canadian Centre for Ethics in Sport, to make moment-to-moment, day-to-day choices without compromising the original vision. This story brings cohesion to our understanding and our efforts, ultimately resulting in a vision that will move from dream to reality, through collective concentration and cohesive focus. The story of the Canadian Centre for Ethics in Sport and True Sport is brought to life in this storyline, a document based on the language, insights and ideas uncovered through a strategic process called Envisioning. This process involved not only the leadership of the Centre and True Sport, but also a selection of valued partners, stakeholders and thought leaders. What follows are the key elements of our story, synthesized into four "episodes." In reading through this story, we hope that you – the staff and valued partners of the Centre for Ethics in Sport and True Sport – come to see yourselves in it, embracing the higher purpose that drives it and recognizing the role that you can play in bringing it brilliantly to life.





“If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.”

ANTOINE DE ST. EXUPÉRY

EPISODE 1 OUR PROMISE TO CANADA

Sport has carried the Canadian flag further around the globe than any politician or trade mission ever will –and it has certainly garnered greater affection. Canadian sport is nothing less than a symbol of our great collective endeavour, our striving together, to give meaning to the smallest community, the largest city and our still young nation. Canadians see in sport the playing out of their own personal and national history — a dogged determination to beat the odds, to turn adversity on its head, to make their own way in the world without leaving others behind.

The story of the Canadian Centre for Ethics in Sport – and the True Sport Movement that's a part of it – is the story of every Canadian who has ever laced up skates, donned a helmet or held a racket. Whether they realize it or not, ethics in sport also concern anyone who has ever sat anxiously

on a bleacher or team bench or the edge of an armchair. They concern those who play and those who cheer them on.

Sport shines bright in Canada today, in no small part because the Canadian Centre for Ethics in Sport worked through the dark days after the Dubin Inquiry. The Centre for Ethics in Sport, in its earlier incarnations, became the focus for a nation looking for answers after that scandal, carrying the burden of rebuilding a nation's crushing disappointment and disillusionment. For this reason alone, the story of the Centre is part of the history of Canadian sport. What the Canadian Centre for Ethics in Sport says and does will have impacts in small town hockey rinks and on athletics tracks on the other side of the world. The Centre is entitled to speak out on ethical issues in sport because it has proven itself as a protector of the values that were shaken by Ben Johnson's positive drug test.

So, when we talk about the Canadian Centre for Ethics in Sport and True Sport, we talk about all of Canadian sport. We talk as much about a wellspring of national pride, as we do a source of personal well-being. Sport holds a special place in the Canadian psyche. As such, sport helps to create the ties that bind civic society together. Sport in Canada is a source of community spirit for Canadians of all ages, a bridge between cultures, a common language of hope. However, sport's very ubiquity can create a sense of complacency: a sense that sport is big enough and tough enough to look after itself. Our task is to challenge those assumptions. Our task is to pique our national sporting conscience, to identify the value and vulnerability inherent in sport. Such is the broad responsibility that the Centre for Ethics in Sport undertakes.

EPISODE 1 OUR PROMISE TO CANADA

***This is our higher purpose.
This is our promise to Canada.***

In the name of the Canadian people, we promise to elevate the conscience of our sporting nation, to promote the true values of sport, so that every citizen can enjoy competition that is fair, safe and open.

TO BE CLEAR, WE PROMISE TO BE A PASSIONATE ADVOCATE FOR THE VALUES OF CANADIAN SPORT. MORE SPECIFICALLY...

WE PROMISE SPORT THAT IS FAIR.

- Fair to all competitors, by applying publicly agreed regulations.
- Fair to players, officials, coaches and administrators equally.
- Fair in its disciplinary, arbitration and medical processes.

WE PROMISE SPORT THAT IS SAFE.

- Safe from unhealthy training methods or drugs.
- Safe from harassment, bullying or sexual abuse.
- Safe from undue psychological pressure.

WE PROMISE SPORT THAT IS OPEN.

- Open to everyone, regardless of gender, religion, sexual orientation, ethnicity, age, ability or income.
- Open to change in a multicultural society.
- Open to allow the best of us and the best in us to develop together.

“A country can truly call itself sporting when the majority of its people feel a personal need for sport.”

PIERRE DE COUBERTIN



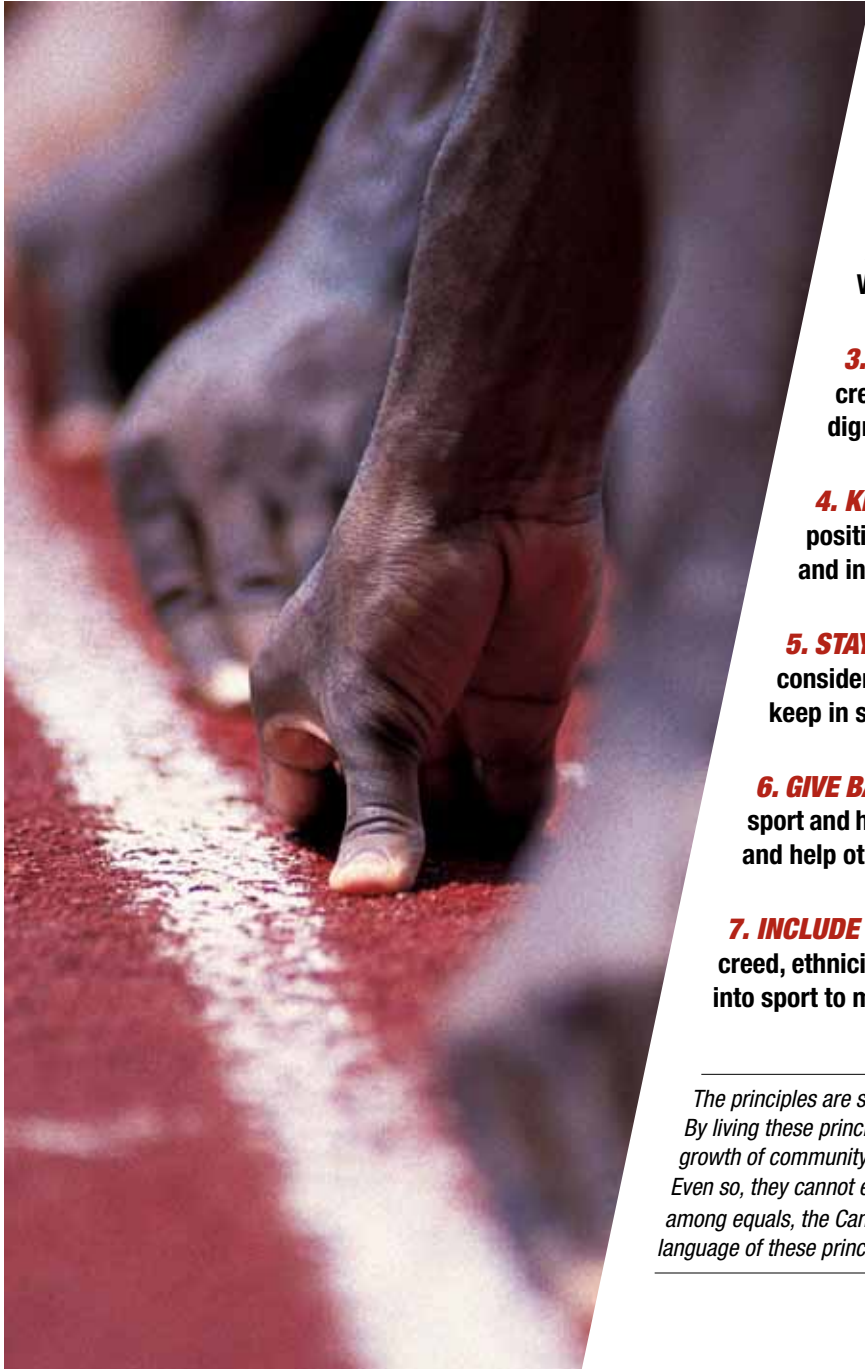
EPISODE 2 THE PRINCIPLES OF FAIR, SAFE AND OPEN SPORT

As an organization, the Canadian Centre for Ethics in Sport will make thousands of practical, day-by-day decisions in the years to come. What the Centre says really matters; people pay attention to a body that draws its authority from a collective agreement between all levels of government and all levels of sport and worldwide anti-doping programs. Even more salient is the organization's own highly successful track record. Each commission and omission has the potential to cascade down into the lives of athletes, players, coaches, parents, officials and administrators. We should ask ourselves, with every statement we make and action we take, "Am I supporting colleagues, partners, stakeholders and ordinary Canadians to uphold the principles of fair, safe and open

sport?" The principles outlined below will help guide us in our collective efforts. They are born out of the wisdom of experience, an expression of Canadians who know what they want from sport but are unsure how to get it. They help to underpin sport's unique contribution to a vibrant community. They are put forward to assist the Centre for Ethics in Sport and all Canadians in the collective pursuit of fair, safe and open sport. These seven principles serve to elevate individuals' concerns and affirmative actions into a shared conscience for sport across Canada. They were inspired by the principles that were carefully crafted at the inception of True Sport; and they are just as relevant today, for we believe they speak for all sport in Canada.

"It is a characteristic of wisdom not to do desperate things."

HENRY DAVID THOREAU



1. GO FOR IT— Always strive for excellence and rise to the challenge, but never at the expense of others. Discover how good you can be.

2. PLAY FAIR— Play honestly and obey the rules, in letter and spirit. Winning is only meaningful when competition is fair.

3. RESPECT OTHERS— Show respect for everyone involved in creating a sporting experience, both on the field and off. Win with dignity and lose with grace.

4. KEEP IT FUN— Find the joy of sport and have a good time. Keep a positive attitude and look to make a positive difference, on the field and in your community.

5. STAY HEALTHY— Place physical and mental health above all other considerations and avoid unsafe activities. Respect your body and keep in shape.

6. GIVE BACK— Always remember the community that supports your sport and helps make it possible. Find ways to show your appreciation and help others get the most out of sport.

7. INCLUDE EVERYONE— Share sport with others, regardless of creed, ethnicity, gender, sexual orientation or ability. Invite everyone into sport to make it more meaningful for the whole community.

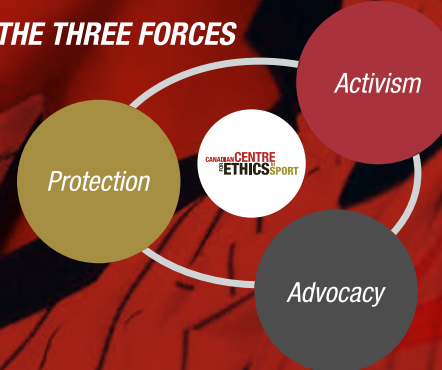
EPISODE 2 **THE PRINCIPLES** **OF FAIR, SAFE** **AND OPEN** **SPORT**

The principles are simple enough to be understood by everyone at all times. By living these principles, the full benefits of sport – the joy of achievement, the growth of community, the breaking down of social barriers – will naturally flow. Even so, they cannot encompass every possible circumstance. As a first voice among equals, the Canadian Centre for Ethics in Sport will enable others to modify the language of these principles, adapt or add to them, provided their intent is retained.

EPISODE 3 DYNAMIC FORCES AT PLAY

While almost everyone agrees on what sport could be, they also agree that we are not always getting the sport we want. Consequently, we should all care about what happens to sport more than we do. The fact that most sport is good and true can make ordinary folk complacent. The Canadian Centre for Ethics in Sport cannot be complacent. One individual error of judgment can cast a long shadow of doubt and cynicism over the achievements of others. We need to be vigilant on behalf of the shared values of individuals, society and sport, balancing their interests. We need to keep our eyes firmly on the sunlit uplands of fair, safe and open sport – as we deal with the slippery surface we are sometimes running on. There are three forces within the Centre that must always be in play in order to counterbalance forces that have the capacity to change sport. They are Protection, Activism and Advocacy.

THE THREE FORCES



“Never doubt that a small group of people could change the world. Indeed, it is the only thing that ever has.”

MARGARET MEADE

THE FORCE OF PROTECTION

Inside the Canadian Centre for Ethics in Sport, there are individuals who diligently and mindfully advise athletes on compliance procedures. They test – and mostly the tests are negative. But a positive test leads to a process of removal from competition. This discrete activity is and always will be a necessary and courageous one – but it is no longer the only theme in Canadian sport that it, perhaps, once was. Despite the huge success in anti-doping – thanks to the success of the Canadian Anti-Doping Program – the Centre for Ethics in Sport understands that sport remains ever vulnerable. Accordingly, we seek to put into constant play the force of Protection.

Why Protection? In short, the purpose of the Centre is not to punish errant elite athletes, but rather to protect the good name and vulnerability of sport and the integrity of those who offer positive role models. Yet, Protection extends beyond anti-doping into other threats to fair, safe and open sport: bullying, sexual harassment, homophobia, match-fixing, violence and racism – a growing list of pressures that can undermine the foundations of sport in the local community or on the world stage. Everything in sport is connected. Our role at the Canadian Centre for Ethics in Sport is to protect everyone, from the novice to the elite Olympian and Paralympian athletes, against forces that are anti-sport, and in doing so, protect Canadian sport itself.

THE FORCE OF ACTIVISM

Over time, it became clear that reaching out to individuals in the early stages of their sporting life was key to winning their hearts and minds and setting them off on the right foot. So it was that in 1995 the Canadian Centre for Ethics in Sport was born in the merger of the Canadian Centre for Drug-Free Sport and Fair Play Canada. Today, that outreach effort is known as True Sport. It has helped many sport organizations and communities make sense of their ethical principles. That is our understanding of Activism – a self-determining movement.

With this in mind, our story points to the next phase of our development – as a catalyst for best practice by activating the quiet activists. We will capture the activism of community volunteers by giving other organizations new opportunities to come together around shared principles and values. No single initiative will ever have the capacity to elevate the conscience of every Canadian involved in sport. A grand coalition of activists will be required – with an acknowledged and authoritative thought leader. Through this Activism and through True Sport, the Centre for Ethics in Sport and True Sport will play their part in the growth of healthy, vibrant communities.

THE FORCE OF ADVOCACY

If Activism is to succeed, it will need leadership. It will need an acknowledged Advocate to carry the argument. The Canadian Centre for Ethics in Sport is that force for Advocacy. By Advocacy, we mean that the Centre should be an organization that holds up a realistic idealism for our nation's sporting citizens to live up to, continually striving to elevate the conscience of the Canadian sports community. Beyond that, as an Advocate for the values of sport, the Centre for Ethics in Sport must intervene in the sport issues of the day – and be seen to intervene. The Centre will be the voice of Canada's silent majority. We will be the voice of the parents on the bleachers, the kids on the field of play, the official in the scrum of disgruntled fans, the administrators grappling with opposing value systems. The Centre will speak out for those who quietly believe in true sport. We will also intervene where sport's principles are being undermined or threatened. And we will attract the best and the brightest from volunteer groups, from national sport organizations, from professional clubs, from academia – all are welcome to participate in the dialogue.

The Canadian Centre for Ethics in Sport will counter the media pundit who challenges the necessity for face-masks in hockey. The Centre will champion the girl who wants to play on the “boys' team.” The Centre for Ethics in Sport will stand by the intergender competitor being hounded by the press. Wherever ethics in Canadian sport are in play or in question, we will be there.

EPISODE 3 DYNAMIC FORCES AT PLAY

EPISODE 4 THE IMPACTS OF PROTECTION, ACTIVISM AND ADVOCACY

The legacy of Vancouver 2010 will be much more than gold medals. It showed Canada how to believe in itself, how to enjoy its victories exuberantly, how to celebrate the achievement of its athletes with dignity. The spontaneous singing of a national anthem, the friendly rivalry in the streets and the tears that were running down so many cheeks, Vancouver's experience spread out across Canada during the Olympics and Paralympics. It showed just what sport has always meant to this nation. This sporting joy we share is precious to us. It should be available to every Canadian,

irrespective of ethnicity, socioeconomic status or gender. It should be available to the girl who can't afford the necessary equipment. It should be available to the gay hockey player. It should be available to the athlete with a disability who wants to ski for his country. By harnessing and focusing the strong forces of Protection, Activism and Advocacy, the Canadian Centre for Ethics in Sport will leverage them so that all of Canada has the opportunity to experience fair, safe and open sport. And in keeping these three forces active, we will create meaningful impacts on Canadian

“I slept and dreamt that life was joy. I awoke and saw that life was service. I acted and behold, service was joy.”

RABINDRANATH TAGORE

THE IMPACT OF PROTECTION: REALISTIC IDEALISM

The success of the Canadian Centre for Ethics in Sport's anti-doping activity, its record of progressive improvement and the international reputation of the Canadian Anti-Doping Program add up to a realistic antidote to the cynicism of a society still-too-often saddened by fallen sporting heroes. The incontrovertible fact of the Centre's ability to reduce doping to an irreducible minimum is the proof that Canada needs. Canada is willing to believe in the Centre for Ethics in Sport as a sincere, trustworthy and genuine guarantor of its sporting reputation. That is not a soft responsibility to bear. In light of this, the Canadian Centre for Ethics in Sport remains realistically idealistic. We hold to unimpeachable standards, but we recognize that there will always be challenges to ethical competition from inside and outside sport. Despite our realistic idealism, the Centre has grounds for optimism. We now have the cooperation, the approval and trust of the overwhelming majority of honest and honourable sportspeople in Canada. There can be no doubt that the Centre for Ethics in Sport has become, de facto, an agency for the protection of their interests. Imagine an elite athlete speaking to an audience of youngsters in school. The talk is about anti-doping and its necessity. But the tone of the discussion makes it clear that the athlete appreciates the role of the Centre as a protector of her integrity and honour as an honest competitor. The Centre is represented, plainly, as an ally of athletes. By removing any doubt over the truth of their performance, the Centre serves athletes as a guarantor of their authenticity. For the young audience, there can be no lingering cynicism about what they see before them – one of the very best competitors in the world, a tribute to the values of the Canadian flag.

THE IMPACT OF ACTIVISM: A TRANSFORMATIVE WHISPERING CAMPAIGN

The essence of True Sport permeates Canadian sporting society. Its principles are widely held and seldom questioned. The next phase is to capture that latent demand for action. The Activism of the majority is, by definition, not extreme. It is the quiet, orderly sense of purpose that thousands of volunteers bring to rinks, courts and fields across the nation every day of every week.

The next phase for True Sport is to be seen in a different light. True Sport is no longer trying to lead a movement. True Sport's principles are the rallying point for a grand coalition of individuals and organizations who share a common goal. True Sport will become the central message in a whispering campaign more suited to the posture of the quiet majority that, when focused and fueled by momentum, has the power to transform. We want our activists to go about their business living the principles. If they don't wear the brand, no matter. If they do, all the better. True Sport will become viral by being less precious about its brand. It is the principles that are precious. It is the universal adherence to those principles that is the first prize.

THE IMPACT OF ADVOCACY: THE COMPETITION OF IDEAS

We believe that, in the 21st century, ethics must be seen to serve individuals as much as they serve society. Gone are the days of top down, of preaching from the pulpit of government. The Canadian Centre for Ethics in Sport strives to be the architect of a grand, virtual public space for ethical conversation, encouraging every Canadian to be able to articulate their hopes for the sport they want. We will continually work to elevate the nation's sporting conscience from the individual to a broader society, bringing forward the best new ideas for public approval, set within the context of shared principles.

Imagine a Muslim girl wants to wear the hijab while playing baseball. Her school feels that this would be dangerous – and the story is leaked to the press for malicious purposes. At their request, the Centre for Ethics in Sport facilitates representations from the school and the girl's family in dealing with the media. But, importantly, the Centre brings other ethicists and experts into the debate to offer differing views and, importantly, potential compromises that satisfy the principles of fair, safe and open sport. The outcome might be the modification of a baseball helmet to satisfy both safety issues and religious belief. For the Canadian Centre for Ethics in Sport, the process is the important part of the story – how balance neutralizes the extremes so that progress can be made. Ordinary Canadians will see the Centre as the focus for discussion around the conscience of sport in Canada. They will be prepared to listen carefully to its suggestions, to find out more about its principles, to give credibility to True Sport. The Canadian Centre for Ethics in Sport will be recognized as an authentic, authoritative voice of true sport values in Canada. It will be recognized as such because it has encouraged a full, free and open competition of ideas.

EPISODE 4 THE IMPACTS OF PROTECTION, ACTIVISM AND ADVOCACY



OUR VISION AND MISSION

OUR VISION.

— Sport in Canada that is fair, safe and open to everyone.

OUR MISSION.

With the knowledge that true sport can make a great difference for individuals, communities and our country, the Canadian Centre for Ethics in Sport will work collaboratively to:

- Activate a values-based and principle-driven sport system;
- Advocate for sport that is fair, safe and open; and
- Protect the integrity of sport

CANADIAN CENTRE
FOR ETHICS IN SPORT

POUR CENTRE CANADIEN
DANS LE L'ÉTHIQUE SPORT

CANADIAN CENTRE FOR ETHICS IN SPORT
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