



Canadian Olympic Committee Athletes' Commission Terms of Reference

1. GENERAL

The Athletes' Commission ("**Commission**") is a commission of athletes as further described under General By-Law No. 1 of the Canadian Olympic Committee ("**COC**"). The Commission is comprised of members (the "**Commission Members**"), of which ten (10) Commission Members are elected, up to two (2) are appointed by the Commission, as well as any person elected or appointed to the IOC Athletes' Commission and/or the Pan American Sports Organization Athletes' Commission as a representative from Canada and current serving in such capacity. The six (6) executive members of the Commission shall be voting Class D Members of the COC, as described under General By-Law No. 1 of the COC (the "**COC By-Laws**").

The Commission is a recognized body of the COC. Accordingly, the Commission Members must comply with all rules, the COC By-Laws, regulations and policies adopted by the COC, from time to time. The purpose of the Commission is to represent current and aspiring Olympians and Pan American Games athletes (the "**Athletes**"). In contributing to the achievement, and the development of philosophies, policies, and strategic plans of the COC, Commission Members will rely on their unique perspective to promote the views and interests of the Athletes within the Canadian sporting system.

The Commission is permitted to establish its own terms of reference, subject to the provisions of the General By-Laws and the approval of the COC Board of Directors.

These Terms of Reference were approved by the Commission on April 25, 2020 and are effective as of that date. They replace the existing terms of reference and all documents pertaining to the Commission including those related to the election and appointment of its members, election of its Chair and Vice-Chair and its procedures.

2. ROLE

The role of the Commission is to advise the COC, including COC staff, the COC Board of Directors and other committees within the COC on matters relating to, among other things, the following:

- (a) providing the Athletes' perspective and voice to the current or contemplated policies, programs, and decisions of the COC impacting Athletes;
- (b) promoting and advocating the rights and interests of the Athletes within the COC and the Canadian sporting system;
- (c) acting as a link between the Athletes and the COC to convey the Athletes' views to the COC and vice versa;



- (d) providing a forum in which Athletes may share and develop information or ideas as they relate to Athletes;
- (e) pursuing the establishment and maintenance of deep and growing relationships among the Athletes, COC partners and Canadian Olympic Foundation (and its donors); and
- (f) fostering relationships with international athlete bodies and promoting Canadian and Olympic values on the international stage.

3. COMMISSION MEMBERSHIP

3.1 Overview of Process

The process for the establishment of the Commission is set out in detail in these Terms of Reference and is summarized as follows:

- (a) in accordance with Section 3.2 of these Terms of Reference, within four (4) months following the closing ceremonies of a Summer or Winter Olympic Games, as applicable, six (6) persons following a Summer Olympic Games and four (4) persons following a Winter Olympic Games are elected (the “**Elected Members**”);
- (b) in accordance with Section 3.3 of these Terms of Reference, at the discretion of the Commission, up to two (2) persons may be appointed to the Commission (the “**Appointed Members**”); and
- (c) the terms of office for each Elected Member is four (4) years and for each Appointed Member up to four (4) years.

3.2 Elected Members

- (a) Commission membership will be determined by an election to be voted on by those athletes who have been officially named to a Summer or Winter Olympic Games, as applicable, by the COC, and such election is to take place within four (4) months following the closing ceremonies of that Summer or Winter Olympic Games, as applicable.
- (b) There shall be six (6) Elected Members elected following a Summer Olympic Games and four (4) Elected Members elected following a Winter Olympic Games. The term for the Elected Members shall be four (4) years from the time of such election. Elected Members can serve a maximum of eight (8) cumulative years.
- (c) Every candidate for election to the Commission must satisfy all of the requirements:
 - (i) have competed in at least one of the last two Summer or Winter Olympic Games, as applicable, including in the Summer or Winter Olympic Games, as applicable, preceding the election, or have competed in the Pan American Games directly preceding the Summer Olympic Games that precedes the election; and



- (ii) not be convicted or otherwise sanctioned for:
 - (A) a doping offence pursuant to the World Anti-Doping Code or CADP Rules;
 - (B) any other offence or breach of any policies or rules of the COC or a National Sport Organization (“NSO”); or
 - (C) a criminal offence under any applicable laws in Canada.
- (d) The procedure for the elections shall be established by Commission, and such procedure may be updated by the Commission from time to time.

3.3 Appointed Members

- (a) The Commission has the right to appoint up to two (2) members (the “**Appointed Members**”).
- (b) In deciding both the number of Appointed Members and the persons to be appointed, the Commission must strive to ensure diverse representation on the Commission by considering, among other things, the following:
 - (i) a desire for the Commission Members to best represent the diversity of Athletes in Canada;
 - (ii) and the desire for a balance of Commission Members that includes athletes from Pan American Games only sports, team sports, individual sports, western and eastern Canada;
 - (iii) the person’s skills/expertise and availability to be on the Commission.
- (c) The term for Appointed Members shall be a maximum of four (4) years from the time of appointment. The Commission shall assess representation on the Commission following each election and have discretion to replace an Appointed Member with another new appointee to ensure diversity on the Commission or if Commission Members determine it is in the best interest of the Commission.
- (d) Subject to Section 3.1(3)(ii), an Appointed Member must have competed at a Summer or Winter Olympic Games or Pan-American Games within the last eight (8) years at the start of their appointment to be eligible.

3.4 IOC and PASO Members

In the event that a Canadian athlete is a member of the International Olympic Committee (IOC) Athletes’ Commission, or the Pan American Sports Organization (PASO) Athletes’ Commission, that person shall be an ex-officio member of the Commission.



3.5 Term and Vacancies

- (a) The term of for an Elected Member is four (4) years, commencing as at the date of announcement of the election results expiring four (4) years later as at the next elections process to be held immediately following a Summer or Winter Olympic Games, as applicable.
- (b) A person may not be a Commission Member:
 - (i) in the case of an Olympian, beyond the end of the third Olympiad after the last Olympic Games in which they took part or has previously been a member for eight (8) years (cumulative); and
 - (ii) in the case of a non-Olympian, beyond eight (8) years following his or her last Pan American Games in which they took part and the last year that they were a member of their NSO's national team.
- (c) Any vacancy occurring in respect of Elected Members and Appointed Members may be filled at any time at the discretion of the Commission provided that such vacancy must be filled with an individual who meets the requirements of an Appointed Member.
- (d) A Commission Member may resign prior to the expiry of their term of office by giving notice in writing to the Commission's Chair and Vice-Chair.
- (e) A Commission Member may be removed from the Commission prior to the expiry of their term of office, by decision of the Commission to remove such Commission Member, which shall require a two-thirds majority of the Commission who are present at a meeting called for that purpose (by at least six (6) members of the Commission), for:
 - (i) breach of any duty set out in Section 5 of these Terms of Reference; or
 - (ii) any other act or conduct that, in the opinion of the Commission, brings the Commission or the COC into disrepute.
- (f) In addition, a Commission Member shall be deemed to have vacated their position if, during their term, they:
 - (i) die; or
 - (ii) are absent from three (3) or more meetings of the Commission without prior approval of the Chair.

4. COMMISSION EXECUTIVE

- (a) The executive of the Commission (the "**Commission Executive**") shall consist of the two (2) officers, the Chair and Vice-Chair of the Commission and three (3) additional Commission Members who shall be elected by the Commission Members for a term of



two (2) years following a Summer and Winter Olympic Games, as applicable, pursuant to a staggered elections process for the Commission Executive as set out in Schedule B - Internal Election of Executive Positions. A description of the members of the Executive Commission is set out in Schedule A - Description of Executive Positions.

- (b) All Commission Members are eligible for election to the Commission Executive.
- (c) The members of the Commission Executive shall be elected in such a manner that, to the extent reasonably possible and accepted by a majority of the Commission Members present at the time of an election, the Commission Executive shall have representatives from both genders as well as balanced representation from eastern Canada and western Canada, winter sports and summer sports, and team sports and individual sports.
- (d) The Chair and Vice-Chair are Directors of the COC Board of Directors.
- (e) The Commission Executive, including the Chair and Vice-Chair, may each be removed from their position as such, prior to the expiry of their term of office, by:
 - (i) resignation;
 - (ii) decision of the Commission to remove the Commission Member from such position, which shall require a two-thirds majority of the Commission who are present at a meeting called for that purpose (by at least 6 members of the Commission); or
 - (iii) resignation or removal from the Commission under Section 3.5 of these Terms of Reference.

5. STRUCTURE AND GENERAL DUTIES OF COMMISSION MEMBERS

- (a) Commission Members shall attend each meeting of the Athletes' Commission (in person or using technology) unless approved in advance by the Chair. Each Commission Member shall actively participate in the Commission meetings and in matters undertaken by the Commission between meetings. Each Commission Member must be adequately prepared for each Commission meeting in order to participate effectively and constructively.
- (b) Each Commission member will be expected to be responsible for a functional area within the Commission's strategic plan, as may be approved by the Commission from time to time.

6. COMMISSION MEETINGS

- (a) The Commission, though not necessarily so limited, shall strive to hold eleven (11) meetings (seven (7) via conference call and four (4) in person), with two (2) in person meeting to coincide with the COC Session and Sport Community Gathering. The dates and venue are to be agreed by the Commission, as required.



- (b) Conference calls will be held monthly apart from December, and months where the Commission meets in person.
- (c) The Chair and/or Vice-Chair shall prepare an agenda for each meeting. Commission Members may submit items for the agenda through the Chair or Vice-Chair. The agenda, together with relevant papers, will be distributed to all Commission Members prior to each Commission meeting (usually two (2) weeks prior) or posted on any technology storage platform used by the Commission, from time to time.
- (d) The Chair will chair all meetings, unless he or she is unavailable in which case the Vice-Chair will do so. If neither is available, then another member of the Commission Executive will chair the meeting, as appointed by the Chair.
- (e) The quorum for all Commission meetings shall be considered a simple majority (more than half) of the total number of Commission Members present at the meeting. This quorum also applies to remote decisions.
- (f) Decisions of the Commission shall generally be made by consensus. If a consensus cannot be reached and a vote is required, each Commission Member shall have one (1) vote. Voting by proxy is not permitted. Except to the extent specified in these Terms of Reference, a majority of votes in favour of an action by those Commission Members present at a meeting, is required for it to be passed. A Commission Member who attends a meeting via telephone or video or other conference facility shall be regarded as being present. In the event of an equality of votes, the Chair may cast a deciding vote.
- (g) A resolution in writing agreed to, by email, by greater than seventy-five percent (75%) of all Commission Members, shall be valid as if it had been passed at a Commission meeting.
- (h) Minutes of each meeting of the Commission shall be taken. The minutes will be finalized within a maximum of one (1) month of the meeting. Any amendments to the Minutes will be agreed at the next meeting of the Commission, and noted accordingly.
- (i) At the request of the Commission, the COC shall provide the services of a facilitator to assist with the planning and organization of Commission meetings and to serve as a resource person for such background or other information as may be required for Commission deliberations. Such facilitator will attend or participate in Commission meeting, at the discretion of the Chair.
- (j) All Commission meeting expenses, together with Commission member expenses associated therewith, shall be borne by the COC in keeping with the COC's guidelines established for that purpose.
- (k) All meetings and the work of the Commission are confidential. No documents, information, discussion, recommendations or decisions made at a Commission meeting or otherwise exchanged or agreed in connection with the work of the Commission, shall be disclosed to any other person (other than the COC and its staff, or members of a committee of the COC) unless:



- (i) the Commission Chair authorizes such disclosure;
 - (ii) the Commission agrees that such disclosure is necessary or desirable to advance its work;
 - (iii) the matter is in the public domain; or
 - (iv) such disclosure is required by applicable law.
- (l) The past Chair and Vice-Chair may be available at the request of the Commission for a period of one year, as an *ex-officio*, non-voting member of the Commission, to attend the meetings.



Schedule A

Description of Executive Positions

Chair

Position Description

1. Purpose

The Chair is responsible for providing leadership and managing the affairs of the Commission. The Chair is instrumental in fostering an environment of integrity, decision-making and openness among members of the Commission and with the COC Board of Directors, related committees and commissions, and staff of the COC.

2. Scope & Duties

The Chair's duties and responsibilities include but are not limited to:

2.1 Commission Leadership

- (a) chair and prepare the agenda and materials (with the assistance of the Vice-Chair) for all meetings of the Commission;
- (b) serve as one of two (2) athlete representatives on the Board of Directors of the COC;
- (c) liaise with the President and Chief Executive Officer of the COC as required or requested;
- (d) prepare and present reports at Session;
- (e) provide timely and relevant information and other resources are available to the Commission to support informed and efficient decision-making;
- (f) with the support of the Vice-Chair and First Officer, create, maintain and evaluate, as applicable, the Commission's strategic plan;
- (g) facilitate formal and informal communication with and among members of the Commission;
- (h) except to the extent of any conflict, work with the Vice-Chair and First Officer, as required, to plan and execute the elections of members of the Commission;

2.2 Working with External Partners

- (a) be the spokesperson for the Commission, including to the media;
- (b) liaise with the staff of the COC and COF;



- (c) liaise with AthletesCAN, Pan American Sport Organization Athlete Council, Canadian Paralympic Committee's Athlete Commission, the International Olympic Committee's Athlete Commission and any other athlete body; and

2.3 Athlete Representation on the Board

- (a) provide progress reports to the Board of Directors of the COC.



Vice- Chair Position Description

1. Purpose

The role of the Vice-Chair is responsible for carrying out any of the responsibilities described above with respect to the Chair if the Chair is unable to do so. They may also have specific responsibilities delegated to them by the Chair or the Commission.

2. Scope & Duties

The Vice-Chair's duties and responsibilities include but are not limited to:

- (a) assist the Chair to fulfill the Chair's duties and responsibilities, as necessary;
- (b) in the absence of the Chair, chair meetings of the Commission and present to the Session members at Session; and
- (c) support and lead the Commission in the operational & technical aspects of the Commission's objectives under its strategic plan, including with respect to any means of communication or similar electronic method (i.e., Dropbox management, team calendar management, team slack management).



First Officer

Position Description

1. Purpose

The First Officer is responsible for providing leadership and oversight of the affairs of the Commission, and to help the Chair & Vice-Chair, as necessary.

2. Scope & Duties

The First Officer's duties and responsibilities include but are not limited to:

- (a) assist the Chair and Vice-Chair in the fulfillment of their duties and responsibilities, as may be delegated to the First Officer from time to time;
- (b) with the consent of the Board of Directors of the COC, attend any meetings of the Board of Directors where neither the Chair nor the Vice-Chair can attend; and
- (c) in the absence of the Chair and Vice-Chair, chair meetings of the Commission and present reports at Session.



Commission Executive Position Description

1. Purpose

The Commission Executives are responsible for leading key projects of the Commission, including any projects set out in the Commission's strategic plan. Additionally, Commission Executives are the voting Class D Members of the COC Session.

2. Scope & Duties

A Commission Executive's duties and responsibilities include but are not limited to:

- (a) assist the Chair, Vice-Chair and First Officer in the fulfillment of their duties and responsibilities, as may be delegated to them from time to time; and
- (b) lead the projects set out in the Commission's strategic plan.

RACI Chart – COC Athlete Commission

(R)esponsible: person who does the work

(A)ccountable: person who is ultimately accountable for successful task completion

(C)onsulted: person that needs to give feedback or contribute to the activity.

(I)nformed: person that is kept informed of the decision, action, information

	COC Support Staff	Chair	Vice-Chair	1 st Officer	Commission Executive	Strategic Plan Lead	Member
PLANNING & RUNNING MEETINGS							
Plan meeting agendas & schedule	I	R, A	R	R	C	C	C
Organize general meeting logistics	I, C	R, A	R	R	R	C	C
Ensure adherence to governance rules	I	R, A	R	R	I	I	I
STRATEGIC PLAN							
Update of strategic plan (Minor updates – annually. Major updates – every 4 years)	I	R, A	R	R	R	R	R
Communicate & track progress of high-level aims/objectives	I	R, A	R	I	I	I	I
BOARD OF DIRECTORS, SESSION, & COMMITTEES							
Prepare COC AC report to BoD & Session	I, C	R, A	R	C	I	I	I
Present Athlete Commission report to BoD & Session	I	R, A	R	I	I	I	I
Organize COC staff or external meetings with AC at session	I, C	R, A	R	C	I	I	I
Vote in Session matters (Proxy if absent)	I	A	A	A	A	C	C
Attend Board of Directors meetings in the absence of AC chairs	I	C	C	A	A	I	I
Join, attend & contribute to COC committees	I	R, A	R	R	R	I	I
COC BUCKETS							
Create annual bucket objectives	I	A	R	R	R	R	C
Execute individual bucket activities	I	R, A	R	R	R	R	R



	COC Support Staff	Chair	Vice-Chair	1 st Officer	Commission Executive	Strategic Plan Lead	Member
Monitoring & oversight of AC bucket progress	I	R, A	R	R	I	I	I
COC AC Logistics: (Dropbox, Slack, Shared calendar, receipts, team building etc)							
Upload team documents to Dropbox, link in team Slack etc.	I	R, A	R	R	R	R	R
Update shared google calendar with important events	I	R, A	R	R	I	I	I
Liaise with COC staff on AC budget issues	C	R, A	I	I	I	I	I



Schedule B

Internal Election of Executive Positions

Elections for the each of the Chair, Vice-Chair, First Officer and Commission Executives will take place on every two years as set out below.

For the purpose of the table below, an election year will take place in a year marked in red, while a non-election year is marked in grey.

Position	Summer Olympics		Winter Olympics	
	Year 1	Year 2	Year 1	Year 2
Chair				
Vice-Chair				
First Officer				
Commission Executive				
Commission Executive				
Commission Executive				