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## Terms of Reference

**Between:** Gymnastics Canada (“GymCan”) and McLaren Global Sport Solutions Inc. (“MGSS”)  
**Project:** **Roadmap to a Culture Review & Safe Sport Policy Review** (“MGSS Review”)

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### 1.0 Background

Gymnastics Canada requires the development of a “roadmap” to inform how a culture review should be implemented across the organization. A culture review of gymnastics in Canada will be highly scrutinized; therefore, the process by which the culture review is conducted is critical to its success. The purpose of the Roadmap to a Culture Review is to consult with GymCan stakeholders for their input to identify key issues, objections, and opportunities concerning how a culture review of gymnastics in Canada should be implemented. The Roadmap to a Culture Review will also consider other culture reviews of gymnastics that have been published internationally.

Gymnastics Canada also requires a review of its current national safe sport policies and procedures to ensure that the organization meets expected practices and current trends.

### 2.0 Independence

McLaren Global Sport Solutions and those within it are completely independent of Gymnastics Canada, its sponsors, and other stakeholders. MGSS has been contracted by Gymnastics Canada to independently, and without any interference or dictates from the sport, develop a Roadmap to a Culture Review and a Safe Sport Policy Review.

### 3.0 Publication

Gymnastics Canada agrees that MGSS shall publicly issue the final report for full transparency.

### 4.0 MGSS Deliverables

#### Roadmap to a Culture Review

4.1 Project planning and discovery meetings with GymCan leadership to identify key information requirements and stakeholders for consultation including GymCan staff, PTO organizations, coaches, alumni, current participants, and others.

- 4.2 Stakeholder consultation including interviews with Gymnastics Canada Leadership, Athlete and Alumni focus groups, Coach focus groups, and other strategic interviews to inform the Roadmap to a Culture Review. Ensuring input from current and past GymCan participants is of paramount importance to inform the integrity of this process.
- 4.3 Web-based survey of Provincial and Territorial Organisations (“PTOs”). Survey to include feedback on a culture review process, as well as baseline questions about current safe sport policies and reporting mechanisms. Selected follow-up interviews to be conducted if required.
- 4.4 Review recent external gymnastics culture review assessments conducted internationally to inform the Roadmap to a Culture Review.

### **Safe Sport Policy Review**

- 4.5 Comprehensive review of current national safe sport policies and procedures utilized by GymCan, including, but not limited to by-laws, rules and regulations, reporting procedures, case management procedures, codes of conduct, employment agreements, and educational requirements.
- 4.6 Analysis of Safe Sport policy feedback from PTO survey (further to 4.3).
- 4.7 Provide recommendations to strengthen Safe Sport policies and procedures where necessary, informed by best practices and PTO feedback (further to 4.6).

### **Reporting**

- 4.8 The Final Report to be issued in January 2023 and will include the following:
  - Methodology;
  - Benchmarking survey results;
  - Analysis and reporting of key themes related to how stakeholders envision a culture review of gymnastics unfolding;
  - Summary of key themes associated with international culture reviews in gymnastics;
  - MGSS “Roadmap”: Recommendations to conduct a culture review of gymnastics in Canada;
  - Gymnastics Canada Safe Sport policy review, analysis, and recommendations.