

As regards of the autonomy of the NSOs, there is a widespread perception within the sports community that if the organizations have to assume a greater share of their own funding, they should perhaps have more latitude and participate more actively in the political and administrative decisions governing their daily operations. Some associations do not share that opinion, however, and still have reservations about the promotion of NSOs as key agencies in the development of the sports system. In view of the recent evolution of the NSOs' structures, the Sub-Committee does not support those views; it clearly favours any initiative that will increase NSOs' control over their agenda.

As expressed by an executive member of the Sports Federation of Canada: "... you have to look at each NSO as a responsible organization, capable of making mature decisions about what they can and cannot live with."<sup>(12)</sup>

The Sub-Committee fully endorses that principle and therefore recommends:

**14. That NSOs must be given the autonomy and the independence to manage all programs and activities related to their sphere of influence.**

The transfer of additional powers and responsibilities to NSOs should not imply the establishment of another layer of bureaucracy. In performing their administrative duties, the elected officials of each NSO should ensure that the growth of the organization's structure does not exceed their span of control.

**B. Shared Leadership**

Considering the number of participants directly involved in the management and planning of sports programs, as well as the current complexity of the Canadian sport structure, the need for shared and coordinated leadership remains a challenge for many sports organizations and agencies. In this regard, the Task Force supports the concept of shared leadership which aims at improving communications among various components of the sports community and at ensuring that there is no duplication of the services offered to athletes. As well, it assumes the recognition of agents with specific responsibilities in different areas.

Almost all the witnesses endorsed the Task Force's goal of promoting leadership and linkage within the Canadian sports system. In its brief to the Sub-Committee, the Canadian Canoe Association supported the concept of a shared leadership approach described in

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<sup>(12)</sup> *Minutes of Proceedings and Evidence* of the Sub-Committee on Fitness and Amateur Sport, Issue No. 1, p. 1:25.