

ANALYSIS OF NATIONAL SPORT SYSTEMS

February 1998

CONTENTS

Conclusions	Section 1
Analysis and Sport Structure Charts	Section 2
Key Indicators and Characteristics	Section 3

CONCLUSIONS FROM ANALYSIS OF NATIONAL SPORT SYSTEMS

Given Australia's population and resource base it is the most successful country studied.

- When looked at in relation to population, Australia has the best Olympic record: 2.27 medals (per 1 million population) in Atlanta as compared with .8 medals for Germany and .4 for the USA. (*Note that only Cuba outperformed Australia in a 'normalised' medal count in Atlanta.*)
- At .064%, the proportion of the Australian Federal Government's budget allocated to sport is half that of most other countries. Expenditure per head of population is \$5.26 in Australia compared with \$19 in Germany.

Centralised direction is important but *who* provides it is not. The most effective systems have professional and educated personnel throughout all levels who are capable of understanding, adapting and innovating directions to suit their environment.

- In most countries the "hands on" task of analysis and assessment of high performance systems is undertaken by the Olympic committee (or a confederation of the sport federations) while government takes a broader policy role.
- European sport is characterised by a well developed and locally supported club structure which provides professional training, exclusive facility usage and financial support for athletes and sport personnel.
- Similarly the North American models rely heavily on non-sport agents (pro clubs and colleges) to nurture and refine talent.

Stability of funding is essential.

- Lotteries and sport betting systems are the most common systems for funding sport. This system has the capacity to bring in huge revenue and effectively isolates sport funding from the vagaries of general revenue.
- Top athletes are professional (e.g. paid). Incentive schemes are widespread and encompass a variety of systems, for example, money, jobs, cars, travel subsidies. They are operated by a variety of agents from government to Olympic committees to businesses to local councils.

- Australian sporting organisations are comparable to other countries when it comes to self-sufficiency. Most are around 70%, however, this falls to 25% for Olympic sporting organisations in Australia, indicating a much higher level of dependency on government funding.

Neither participation in sport nor high levels of membership in sporting organisations is indicative of success at the elite level.

- Australia, France and Italy placed 5th, 6th and 7th respectively at Atlanta but have widely different levels of membership - 32%, 13% and 6% respectively. Sweden has the highest membership but the lowest performance.
- Germany and Canada have the highest participation rates but vastly different elite results.

(In general) nations have their best Olympic results in Games held in their own country.

Key features of countries with successful elite performances are:

- long term stability of funding
- dedicated facilities available for all levels of training
- frequent competition at all levels of development
- well educated and professional (eg paid) coaching at all levels
- professional (eg paid) elite athletes

ANALYSIS OF NATIONAL SPORT SYSTEMS

AREA OF COMPARISON	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA
FUNDING							
Percentage of Federal Government budget allocated to sport	91/92: .057% 97/98: .064	.134%	.10%	.37%		.04%	
Level of Federal Government spending on sport per head of population (in \$Aust)	\$5.26 (876 - all gov'ts)	\$106 (420FF)	\$12 (65SEK)	\$31 (35,706 lire)		\$19 (23,44DM)	
Source of government funding to sport	General revenue	Lotteries	General revenue	Sports betting system National lotteries, Local lotteries for clubs	General state budget, Lotteries, Sale of Olympic Rings	Lotteries	
Percentage of self-funding (eg non-government) for NSOs	71% overall 25% Olympic sports	75%	70-75%			60-65%	
ELITE SPORT							
Total number of Olympic medals (includes Atlanta)	293	564	461	445	63	1125	
'Normalised' medal count at 96 Atlanta Olympic Games (eg. number of medals per 1 million population)	2.27	.63	.88	.6	.43	.8	.78
Number of sports medalled in Atlanta	10	8	7	11	8	15	
Analysis of Olympic performance	Linear improvement since 1976 Atlanta: 5th Best: 1996 Atlanta	Steady improvement since 1970s when it was in 15th/17th place. Atlanta: 6th Best: 1924, 2nd in Paris	Historically a solid performer - 4th in earlier part of century, dropped to 11th in 70s & 80s, sharp decline (30%) from 92 to 96. Atlanta: 25th Best: 1912, 1st in Stockholm	Improvement parallels Australia's but less successful in Barcelona and Atlanta. Atlanta: 7th Best: 1996 Atlanta	Peaked for "home" Olympics and now falling back slowly. Atlanta: 16th Best: 1992, 19th in Barcelona (more medals than Atlanta)	Consistently performs in top 3. Atlanta: 2nd	Atlanta: 12th

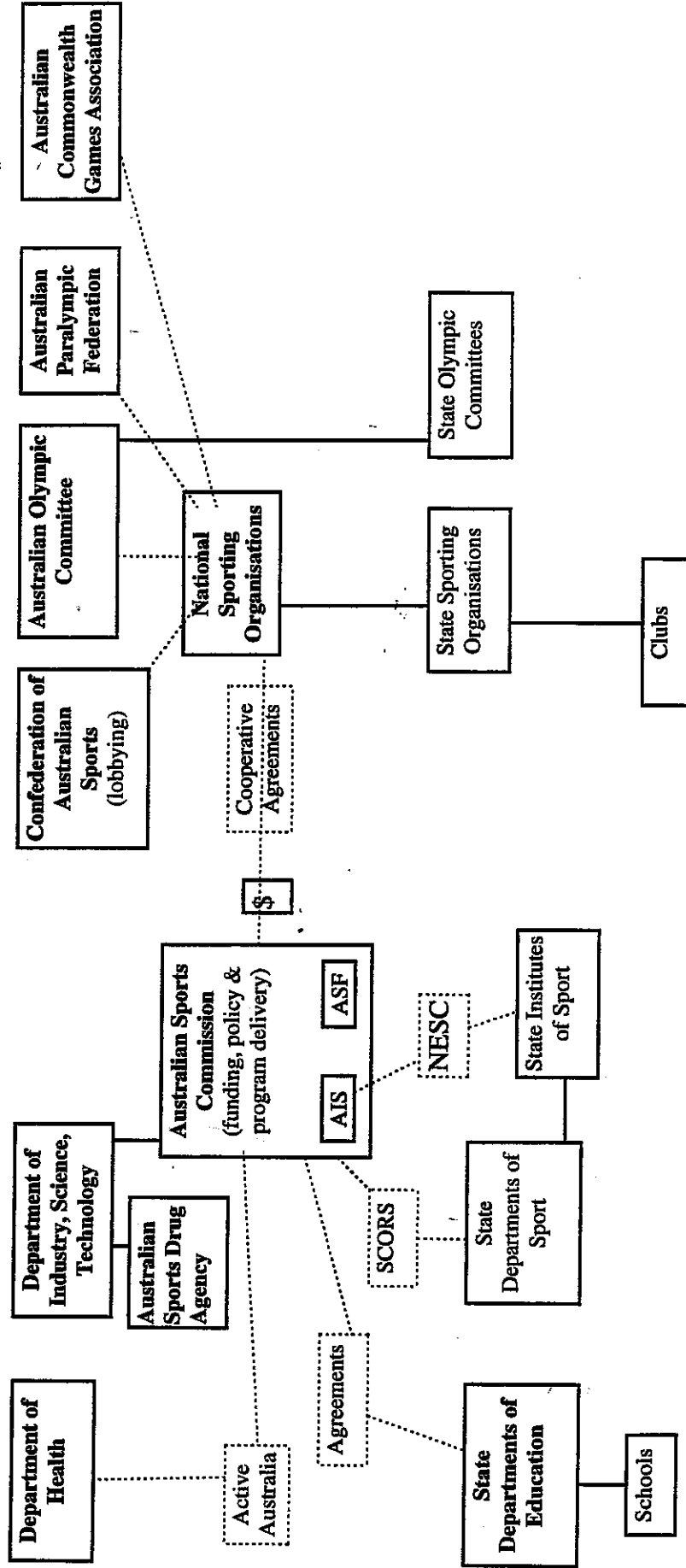
AREA OF COMPARISON	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA
The primary agency in setting direction and providing funding in elite sport	Federal Government through national sporting bodies	Shared between Federal Government and Olympic & sport federations	Sport Federations	Olympic Committee	Decentralised at government level, autonomous at sport level	Decentralised at government level, managed by sport federations	Federal Government
Federal Government's role in elite sport	Evaluates & funds high performance programs in Olympic sports, Operates elite training programs at AIS, Provides national network of support for elite athletes	Operates elite training programs at INSEP, Funds elite sport programs of sports	Supports special upper secondary schools specialising in sport	Completes entry role to CONI and clubs, "creates conditions for citizens to participate in sport"	Evaluates & funds high performance plans, Operates 3 high performance centres, Supports National Centre for Research & Sports Sciences	Funds high performance programs of sports, Supports Federal Institute for Sports Science in Cologne and Leipzig, Competitive sports for the disabled, International sports matters	Funds sport federations and provides a directional role, Funds national sport centres.
Key success factors	Increased funding for 2000 Olympics and greater emphasis on forward planning, National and State institutes for sport	Stability of funding over a long period of time, Technical directors play critical role, Long term approach to development & achievement (constant improvement sought)	Large number of facilities, Specialist sport schools, Physical environment conducive to sport	Stability & quantity of funding over a long period of time; Promotion of club system; Professional coaches at all levels; Professional (paid) athletes.	Stability of funding over a long period of time; Technical directors have pre-eminent role; "Invest" in top athletes; Well developed club structure; Professional (paid) athletes	Stability of funding over a long period of time, Strong support at state and local level, Experienced athletes (may see a decrease in performance as these older athletes move out of the system and are replaced by lesser talent, poorer trained athletes.	

AREA OF COMPARISON	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA
PARTICIPATION							
Percentage of population who belong to sport federation	32%	13%	42%	6%	6%	32%	10%
Percentage of population active in sport & recreation	46%	45%	22%	45%	35%	69%	78%
Who "delivers" participation/recreation programs	State and Local Governments, Sport Clubs, Private providers	Regional Departments, Municipal sport offices, Local sport clubs	Regional governments in association with sport federation member bodies and clubs	Municipal governments in associations with schools and clubs	Local authorities and sport clubs	Local authorities and sport clubs	Sport clubs and leagues
Target groups	Indigenous Women Youth Disabled		Youth, women, immigrants, people with "functional disabilities"				Women Disabled Indigenous
ORGANISATION HIERARCHY							
Attachment:	Australia A	France B	Sweden C	Italy D	Spain E	German F	Canada G

AUSTRALIA - SPORT STRUCTURE

GOVERNMENT

NON-GOVERNMENT



FRANCE - SPORT STRUCTURE

GOVERNMENT

Ministry for Defence
(sport in the armed forces
& inter-services sports
school)

Ministry of Post and
Telecommunications
(sports and cultural
associations)

Ministry of Equipment,
Housing and Transport
(aeronautical federations)

Ministry of Agriculture
(riding schools)

Ministry of National
Education
(physical education and
sports)

Ministry for Youth
and Sports
"high level" sport
and "mass" sport

High Committee for Youth Sport and
Leisure (consultation)
National Council for Physical and
Sporting Activities (consultation)

INSEP
(elite training)

FNDS (National Fund for
Development of Sport)

\$

Regional leagues or
committees and/or
"department" bodies

Regional "Departements"
and Offices for Youth and
Sport

Municipal
Governments
(schools)

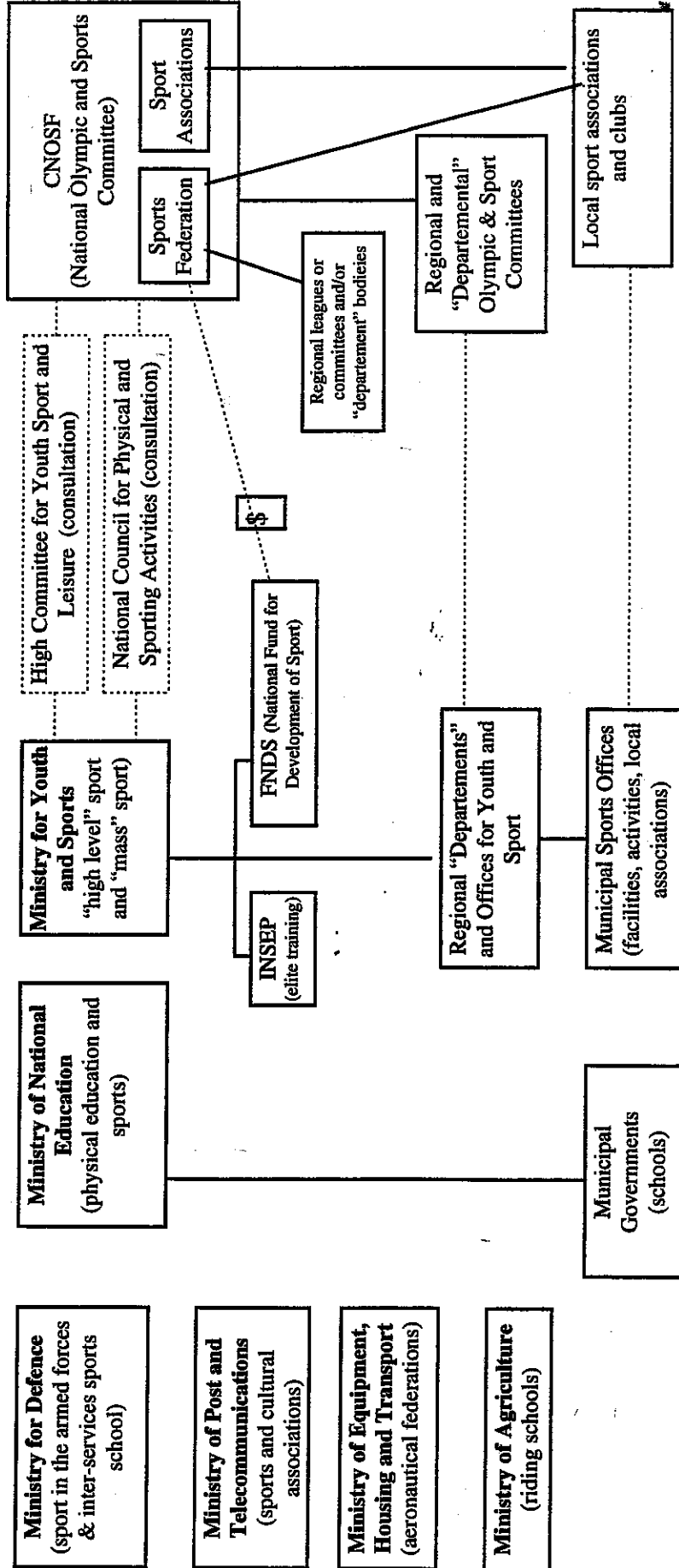
Municipal Sports Offices
(facilities, activities, local
associations)

NON-GOVERNMENT

CNOSF
(National Olympic and Sports
Committee)
Sports
Federation
Sport
Associations

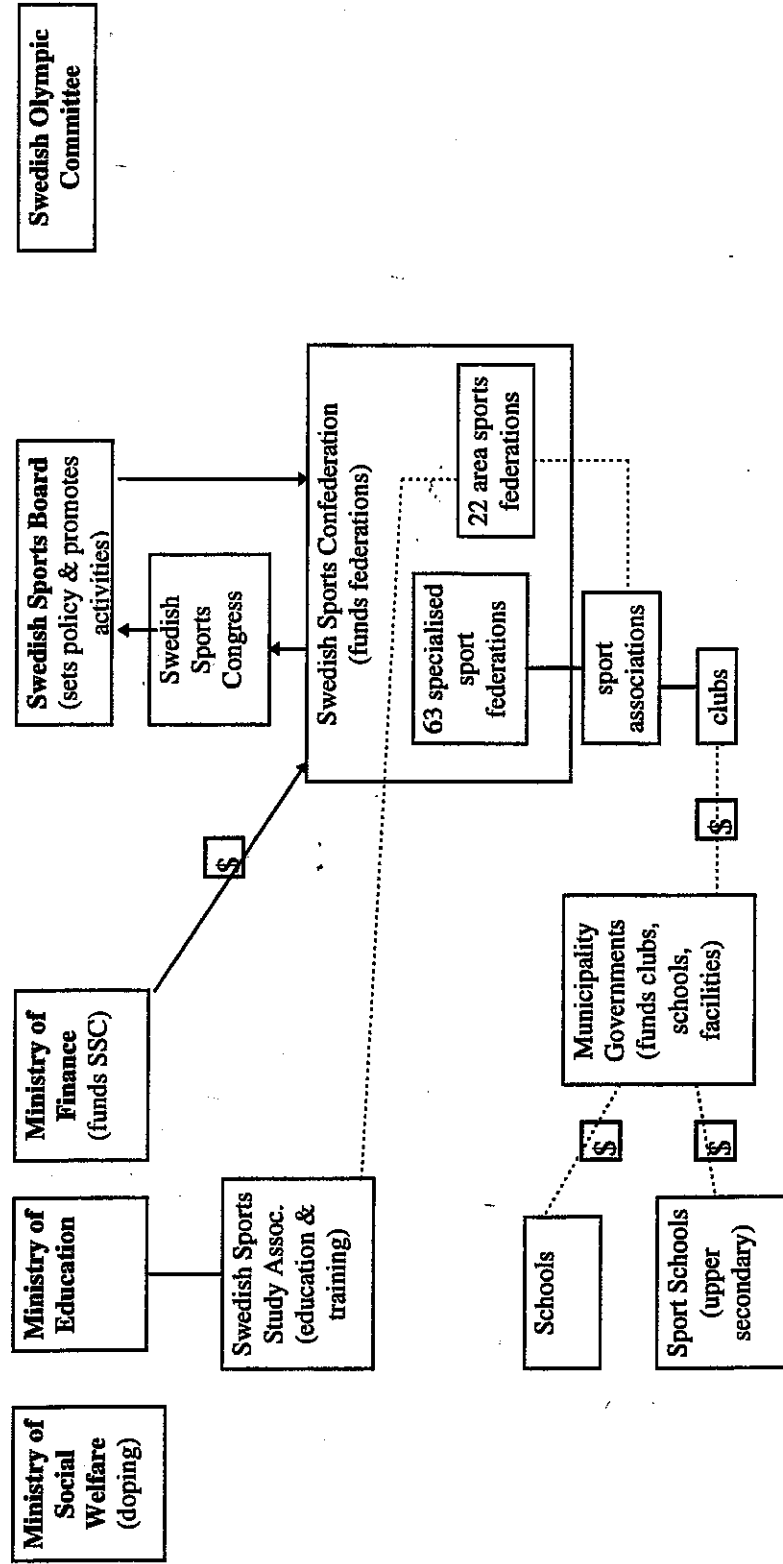
Regional and
"Departmental"
Olympic & Sport
Committees

Local sport associations
and clubs



SWEDEN - SPORT STRUCTURE

GOVERNMENT NON-GOVERNMENT



KEY INDICATORS AND CHARACTERISTICS OF SELECTED NATIONAL SPORT SYSTEMS

PART 1: COUNTRY OVERVIEW

Country Overview								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Population in 1993	17,800,000	57,600,000	8,700,000	58,100,000	39,200,000	80,800,000	28,100,000	257,000,000
Size in 1993 in square km.	7,682,300	547,020	449,964	301,225	504,782	248,706	9,976,140	9,372,614
GNP per capita in 1991 in \$US	\$21,701	\$20,600	\$25,490	\$18,580	\$12,460	\$23,650	\$750	\$22,454
Federal Gov't expenditure budget	91/92 \$A 102,637.6 m	95 FF 1,487.72 bil	90 SEK 553.15 bil	90 LR 551.21 tril	88 PS 13,703.2 bil	91 DM 847,096 m		
Government funding on sport	Federal: \$93.7m (94/95) State: est. \$133.3m (94/95) Local: \$1127m (89/90). TOTAL: \$1,354m	In 95: Federal: 2,973,537,862 FF (420FF per head of population) Departements: 2.6 bill FF, Regions: 817 mill FF	In 93: Federal: 566m kronar County Councils: 100m kronar Local authorities: 4,500m kronar (3,500 to facilities, 600m to running costs, 400m to sport federations)	In 92: Totocalcio: 2071 bill Lire (\$US682m or \$US12.2 per capita) (now estimated to be worth \$US1 bill) Just for Sport Credit: 98 bill lire		In 95: (Min for Interior only) 298 mill DM In 94, total state govt spending in sport area: 344.668 mill DM In 91, 3,234billDM by local authorities		

PART 2 ORGANISATION OF SPORT

Organisation of Sport									
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA	
Federal Government role in sport	Funds nat feds & activities, evaluates plans & performance, develops and delivers programs and services. Drug testing program.	Funds sport groups and delivers physical & sport activities, sports training & professions	Funds Swedish Sports Confed which distributes \$ to sport federations & Olympic Cttee.	Promote conditions for sport participation	Funds nat feds, evaluates plans & performance, finances facilities, runs HPCs, specialised research, doping control. With Olympic Cttee funds & runs 'top sport'	Promotes DSB, & NOC & NSOs, competitive sports for disabled, promotes facility construction for high performance sport, involved in issues of national or supranational importance, eg international sport matters	Funds sport, provides direction on issues including high performance development and access for participation		
Key Federal Government agencies in sport	ASC, AIS, Australian Sports Foundation, Australian Sports Drug Agency	Ministry of Youth & Sport, Ministry of Education & Culture Office for Sports, INSEP	Ministry of Finance	Ministry for Tourism & Entertainment, Ministry of Education, Institute of Sports Credit	CSD Higher Sports Council, National Institutes of Physical Education, National Centre for Research and Sports Sciences	Ministry of Interior, Sports Committee of the Bundestag (State governments fund state institutes for sport and other high performance programs)	Sport Canada (within Dept of Canadian Heritage)		
Non-government agencies in sport	Australian Olympic Committee, Confederation of Australian Sport, Aust C'wealth Games Fed, Aust Paralympic Fed NSOs	CNOSF (Olympic), FNDS (National Fund for Development of Sport) Sport Federations	Swedish Sports Confederation (umbrella for federations), Sports Study Association (educational activity)	CONI (Olympic), Sport Federations, Sports Promotion Bodies (for Sport for All) Sport Clubs	Spanish Olympic Committee, Assoc of Olympic Sports, Sport Federations, Professional Leagues Sport Clubs	DSB (German Sports Fed), NOC (Olympic), National Sport Governing Bodies, German Sports Aid Foundation	Games Associations (such as Olympic, Commonwealth, Pan American, Pan Pac) and Professional Leagues	NSOs are relatively autonomous from the Olympic Committee	
Numbers belonging to sport association	5.6 million	11 million	3.5 million	3.5 million	2.5 million	26.3 million	3 million		

Organisation of Sport									
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA	
Number of sporting associations	114 national federations supported by ASC	80 sports federations 160,000 associations	63 specialised federations, 22 area federations 23,000 sport associations 18,000 company sport clubs	39 national federations and 16 Associations. 65,609 (including clubs)	63 national federations 1,098 regional federations 38,000 clubs	92 sport federations 85,938 clubs	63 sport federations		
Number of volunteers	113,000		500,000		650,000	2.4 million	1 million		
No of coaches	100,000						400,000		
Coach education	Accreditation at x3 levels, Diploma, Scholarships	formal programs		Accreditation at x2 levels	formal programs	Accreditation at x4 levels, Diploma and formal programs	Accreditation at x5 levels, Diploma	No national program. NCAA has training for college coaches	

PART 3 - FUNDING STRUCTURE

Funding Structure									
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA	
Funding sources	Government, membership, sponsorships, TV rights etc	Government, Lotteries (39%) Activities (21%) Private (13%) Donations (1%)	Government, TV rights, spectator revenue, and sponsorships state: 30%	Sports bets (totocalcio) Institute for Sports Credit (for facilities)	Government lotteries & general revenue (60%); Sale of Olympic rings (35%) Activities (10%)	Government Lotto: 24% Activities: 39% Sponsors: 23%	Government (federal & provincial), membership fees, sponsorships & TV rights (in pro ranks), colleges-scholarship	US Olympic Committee, Colleges, Private	
Share of global public sports funding in relation to GDP	.003%	.42%	.18%	.20%	.23%	.35%			

Funding Structure								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Private Sports Funding as % of GDP		.68%	.62%	.84%	1.2% (of GNP)	.93%		
Government funding on sport	Federal: 59.25m (91/92) State: est. \$133.3m (94/95) Local: \$1127m (89/90) TOTAL: \$1319.55m	In 95: Federal: 2,973,537,862 FF (420FF per head of population) Departements: 2.6 bill FF, Regions: 817 mill FF	In 93: Federal: 566mSEK County Councils: 100mSEK Local authorities: 4,500mSEK (3,500 to facilities, 600m to running costs, 400m to sport federations)	In 92: Totocalcidi: 2071 bill Lire (\$US682m or \$US12.2 per capita) Inst for Sport Credit: 98 bill lire	CSD - 23% Autonomous Regions - 32% Comarques - 45%	In 95: (Min for Interior only) 298 milDM. In 94, total state govt spending in sport area: 344.668 milDM. In 91 3.24bilDM from local authorities	In 95: Sport Canada 47.2mil to NSOs Provinces: Local Councils:	
Private expenditure on sport	\$A 4.146 million (expenditure by Australian households)		In 92: 9,032mSEK (=1,129m\$US)	ADO brings in television sponsorship and \$ from private sector (13,130mP in 91)		56.2 bilDM	Heavy reliance on parents to fund developing athletes.	
Marketing/Sponsorship Value	\$698m		92: 250m SEK					
Industry Value				1989: 39,000 b lire 2.5% of GDP				
NSO funding sources	Fed Govt., Memberships, Sponsorships, TV rights	Activities: 39% Memberships: 21.1% Private: 13.3% Donations: 1.1% National subsidies: 1% In 95 sport federations & national groups received 450 milFFF in direct funding from the Fed government	average 75% own funding. lotteries, memberships, sales, radio/tv rights & sponsorships In 92: sponsorship: 250mSEK TV rights: 50mSEK Spectators	Almost all from the sports betting system	Government ADO (govt, Olympic, private), memberships	DSB, Sponsorships, Activities, City councils		

Funding Structure								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Who builds and manages facilities?	Fed/Local Govt funding, Private	Private clubs own and operate facilities (like a golf country club). Municipal facilities Both systems subsidise the elite sport user groups who generally use such facilities w/o charge.	Local authorities	Private clubs own and operate facilities (like a golf country club). Municipal facilities Both systems subsidise the elite sport user groups who generally use such facilities w/o charge. Sport federations directly, training institutes	Private clubs own and operate facilities (like a golf country club). Municipal facilities Both systems subsidise the elite sport user groups who generally use such facilities w/o charge. Sport federations directly, national institutes for training and sport science research	Local authorities	Municipal governments	Private, colleges, schools, cities (pools)
Areas funded by Fed Gov't	Sport federations directly, activities, elite institutes & programs	Sport federations funded through Olympic committee, elite training institute	Sport federations through the Swedish Sports Confederation, activities of clubs	Sport federations directly, training institutes	Sport federations directly, national institutes for training and sport science research	Sport federations directly	Sport federations directly. National training centres	
Fed Govt spending on elite sport	17% (ASC funding only)	2% (27% of FNDs funding goes to top sport)	1%	10%	8%	25%	(higher expenditure on participation than elite)	
Fed Govt spending on support for NSOs	est 47% (ASC funding only)	23%	6%	7%	50%	4%		
% of public funding from Fed Govt	10%	23%	10%	43%	24%	2%		
% of public funding from local govt	85%	77%	90%	57%	76%	98%		
% of funding to sport from private corp.		7%	22%	10%	---	5%		Est \$400m for USOC from sponsorship

PART 4 - COMPETITIVE (ELITE) SPORT

Competitive Elite Sport									
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA	
Number in competitive sport			7,000 at national elite level		16,000 at national level		1-2,000 at national level		
Olympic Games results	Medals, Place 96: 41 5th 92: 27 9th 88: 14 14th	Medals, Place 96: 37 6th 92: 29 8th 88: 16 9th	Medals Place 96: 8 25th 92: 12 19th 88: 11 32nd	Medals Place 96: 35 7th 92: 19 13th 88: 14 10th	Medals Place 96: 17 16th 92: 22 19th 88: 4 25th	Medals Place 96: 65 2nd 92: 82 3rd 88: GDR: 102 2nd FRG: 40 5th	Medals Place 96: 22 12th	Medals Place 96: 101 1st 92: 108 2nd 88: 94 3rd	
Best Olympic Games	Atlanta	1924 in Paris (38 medals, 3rd country)	1912 in Stockholm (38 medals, 1st country)	Atlanta	1992 Barcelona (22 medals, 19th place)		76: Montreal	1968 Mexico (117 medals, 1st country)	
Paralympic Games	Medals: 96: 106 (2nd)		Medals: 96: 37				Medals 96: 69	96: 1 st country	
Strongest Olympic sports	swimming rowing cycling hockey	cycling fencing judo athletics canoeing	winter sports canoeing handball	fencing shooting cycling canoeing track & field	waterpolo judo cycling tennis sailing hockey	rowing swimming canoeing track&field judo hockey	winter sports athletics swimming rowing	swimming track&field wrestling boxing gymnastics baseball basketball softball	
Number of world rankings									
Characteristics of Elite Sport System	Structured planning and evaluation for Olympic sports, Government funded elite training institutes at the national and state levels	Tech Directors play critical role Longer term approach to development and achievement (constant improvement sought)	Large number of facilities, Specialist sport schools for upper secondary, Physical environment		Tech Directors have pre-eminent role Invest in top athletes Strong club development of talented elite		Decentralised and sport specific. Strong parent/family role. Excellent facilities but expensive. College system and junior clubs in pro sports	Strongly college based, very little club involvement at elite level	

Competitive Elite Sport								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Premier elite training institutes	AIS State Institutes of Sport	INSEP in Paris			HPC in Madrid HPC near Barcelona high altitude centre in Sierra Nevada Sports Medicine Centres (9) & satellites (100)	National Training Centre, State Institutes for high performance	National Sport Centres in 6 cities (draw on expertise from Universities, especially for sports science/medicine)	USOC centres
Science/Medical	National network of services to elite athletes	has medical emphasis			National Centre for Research and Sports Sciences, (medical emphasis)	Federal Institute for Sports Science	Services incorporated in national sport centres and University programs	
Incentive Schemes	AOC - gold medal scheme ASC - Direct Athlete Support	Medal reward			ADO: direct athlete support medal reward		Medal incentive schemes by NSOs (no national scheme)	USOC payments to athletes starting with Top 8

PART 5. - SPORT FOR ALL (PARTICIPATION)

Participation								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Most popular participation sports	Gym workouts, golf, tennis, netball, lawn bowls, swimming, basketball & cricket	Soccer	skiing, ice skating, sailing/canoeing,	Soccer, hunting, angling	Soccer	Soccer, tennis, skiing, horseback riding	Biking, swimming, walking, dancing, gardening, winter activities	Spectating at football, basketball, hockey, baseball
Government programs	Active Australia Women in Sport Indigenous Program Volunteer Improvement Prog			Responsibility of regional, provincial and municipal governments				
Target groups	women indigenous		youth, women, immigrants, people with "functional disabilities"			disabled	disabled, women, indigenous, multilingual is an issue	*

Participation								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Numbers active in sport & recreation	8.2 million 46%	45%	2 million 22%	26.3 million 45%	35%	69%	78% (includes spectators)	
Links with health	Active Regular exercise: 31.9% men, 25.4% women Australia is formal program with Health Dept	Promote sport as part of a healthy lifestyle	Sport is regarded as preventative health care	Regional government responsibility	Ministry of Health has some sport responsibilities		No links	
Delivery of participation	ASC and local governments, clubs	Regional and municipal offices	Swedish Sport for All Fed(a workbased sports network), sport associations and clubs	Sports Promotion Bodies promote sport for all (non-government) and clubs	Local authorities and clubs	Land Sports Federations and clubs	Clubs and leagues	

PART 6. - SPECIAL INTERESTS

Special Interests								
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA
Women in Sport	Specific programs developed and implemented to increase participation. NSOs must have affirmative action type strategies in development plans		24% of board members (target is 40%) Govt body: Working Group for Equality in Sport mass sport events for women only			37% of DSM members are women, 5% of sport association presidents are women Govt body: DSB has Federal Committee for Women in Sport		
Youth programs	Aussie Sport							

Special Interests									
AREA	AUSTRALIA	FRANCE	SWEDEN	ITALY	SPAIN	GERMANY	CANADA	USA	
Sport in schools	Working with state & local government schools authorities	Ministry of Education sport taught in nursery and primary by teachers, taught in secondary and technical schools by sports teachers	2 hrs pw sport in primary school is compulsory, specialised sport education (5 hrs pw) available in upper secondary (selection by sports federations)	Ministry of Education compulsory in elementary and lower secondary	Ministry of Physical Education and Sciences	Land Ministries of Education (regional level responsibility) Extra curricular sport activities are common			
Indigenous	Delivery of programs in isolated community areas, special scholarships for elite athletes								
Disabled		French Handisport Federation and the separate sports federations for disabilities		Italian Federation for Sport for the Disabled	Spanish Paralympic Committee	German Sports Federation for Disabled Persons			

**AUSTRALIAN SPORTS COMMISSION
EXECUTIVE MEETING 8:30AM 16 FEBRUARY 1998**

AGENDA

Apologies:

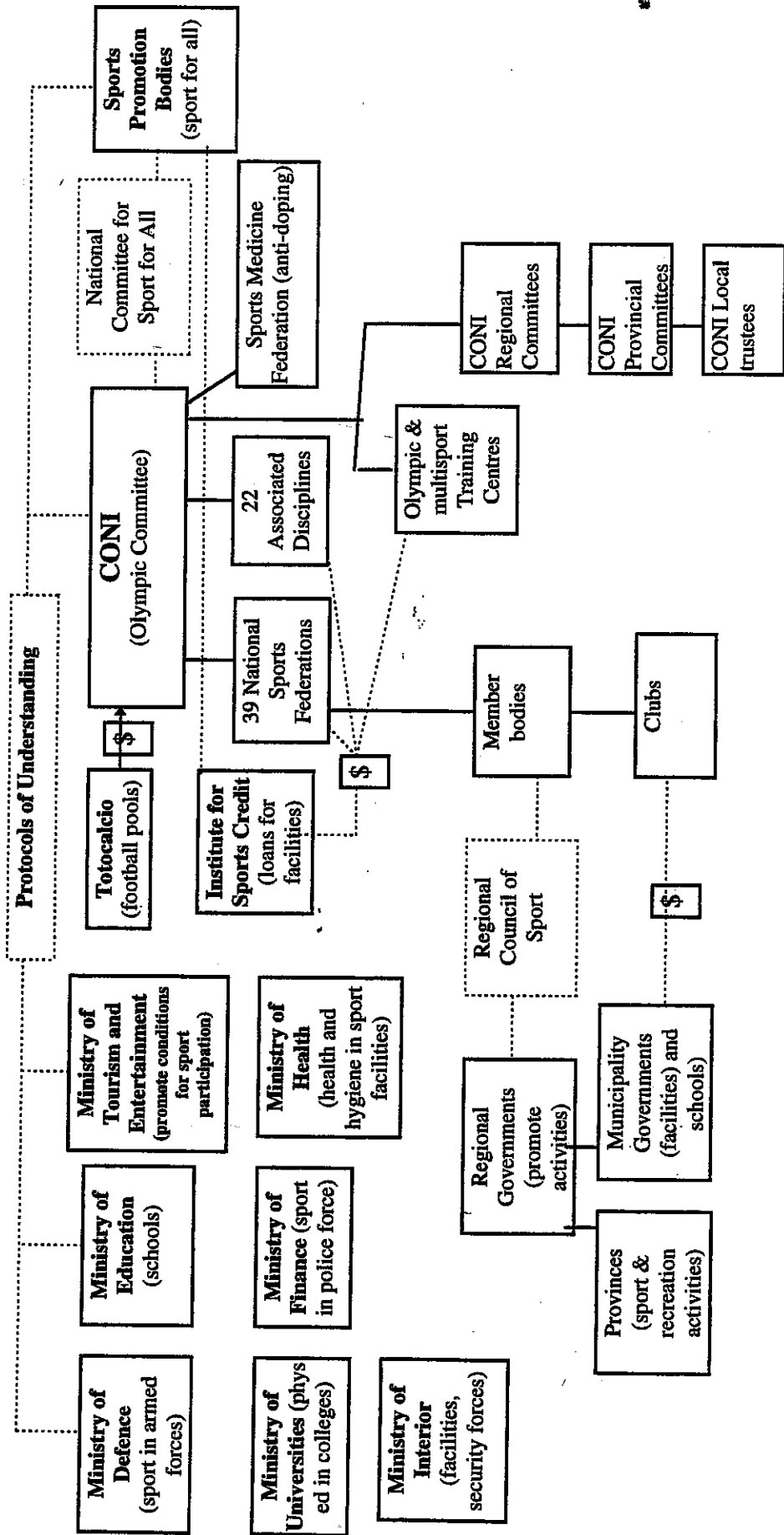
ITEM NO	PAPER Provided	SUBJECT	PRESENTING OFFICER
1	Yes Yes	Previous Meeting Minutes and Action a) Minutes of Previous Meeting b) Summary of Actions Arising from Ex Meets	
2	No	Training of SOCOG Personnel	Jim Ferguson
3	Yes	Travel Policy	Ann Fox
4	Yes	Mid-year Budget Review	Bob Hobson
	No	Enterprise Agreement Update	Mick Saunders
5	Yes	Conclusions from a Comparative Study of National Sport Systems	Carrie Steffen
10	Yes	Executive Whereabouts	Carrie Steffen

NEXT MEETING scheduled for 9:00am, WEDNESDAY 4 March
NOTE: This is two days after the ASC Board Meeting

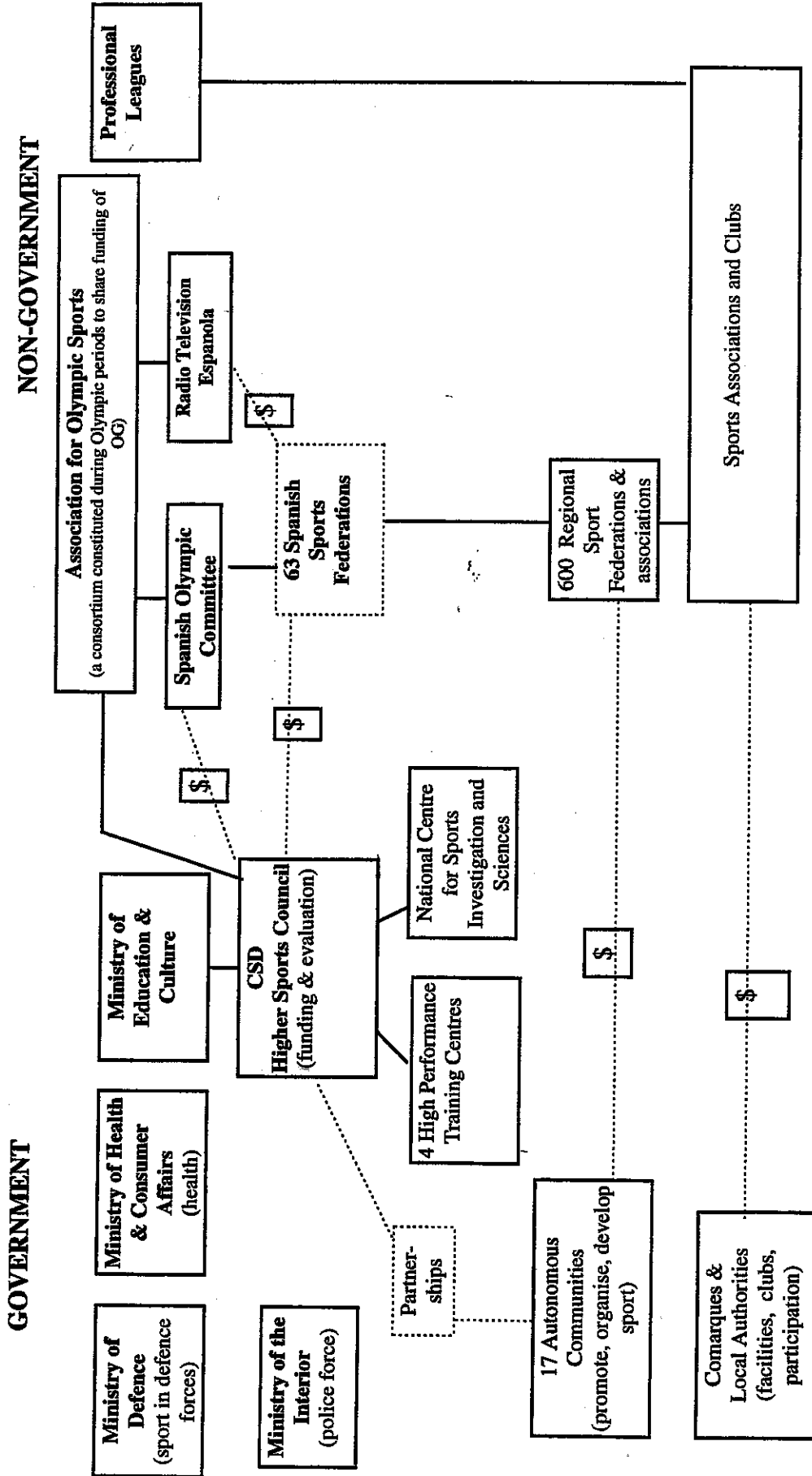
ITALY -- SPORT STRUCTURE

GOVERNMENT

NON-GOVERNMENT



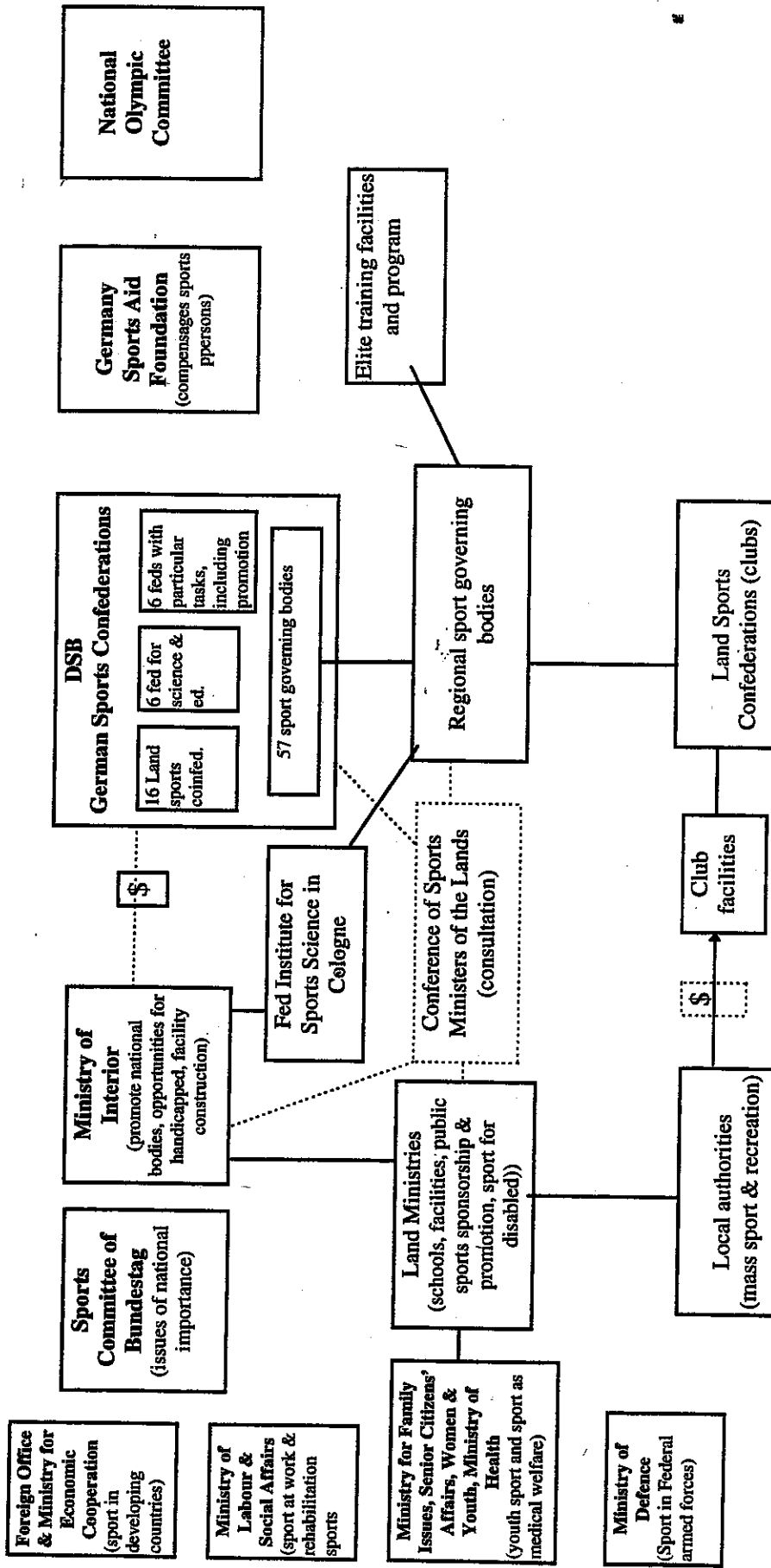
SPAIN - SPORT STRUCTURE



ATTACHMENT F

GERMANY -- SPORT STRUCTURE

GOVERNMENT



ATTACHMENT G

CANADA - SPORT STRUCTURE

GOVERNMENT

NON-GOVERNMENT

