

# CANADA GAMES COUNCIL



## CALL FOR APPLICATIONS

**BOARD OF DIRECTORS POSITIONS**

***SUBMISSION DEADLINE: May 11, 2009***

## **BACKGROUND**

The Canada Games Council (CGC) is the franchise holder for the Canada Games and Canada Games Movement. We are responsible for the on-going management and delivery of the biannual Canada Games and the development and promotion of the broader Canada Games Movement focused on ongoing active living and sport development among our youth across the country. The Council ensures the Games play an important role in Canadian sport development.

### **New Strategic Framework (2009-2017)**

#### ***Our Mission***

The Canada Games Council delivers the Canada Games as a unique, premium, nation building, multi-sport event and works continuously to strengthen the Canada Games Movement, in partnership with government, the private sector and the sport community.

#### ***Our Vision***

The Canada Games are a premium sport event that enriches the lives of young athletes and host communities. The Canada Games Movement inspires dreams, builds champions, creates lasting legacies, and celebrates Canadian culture.

#### ***Our Values***

We are ethical, inclusive and strive for excellence in all that we do. We act with integrity, honesty and respect for others. We work collaboratively with our partners and we are accountable and responsive to their expectations and needs.

#### ***Our Strategic Goals***

1. To be widely recognized by Canadians as a **unique, premium, nation-building multi-sport event.**
2. To maximize the **leadership** role of the Canada Games Movement to connect Canadians and to influence the value they place on sport.
3. To implement an efficient, effective and interactive **Canada Games Transfer of Knowledge and Information Service (TOK)** to support Host Societies and partners to deliver the Canada Games according to well defined hosting standards.

4. To be recognized by national sport organizations and governments as a significant contributor to the success of **Canadian Sport for Life (CS4L)**.
5. To create **sustainable legacies** for the Canada Games Movement and sport in Host Communities and Provinces/Territories.
6. To establish effective mechanisms for **stakeholder engagement** and government relations.

## **HISTORY**

In 1991, the Canada Games Council was officially incorporated as a non-profit corporation under the Canada Corporations Act. A new national office was then created with the hiring of the first full time staff. The Council's Board of Directors is composed as follows: 3 Federal government appointees; 3 Provincial/Territorial government appointees; 2 National Sport Organization representatives; 6 Members at Large (including Chair); 1 President and CEO.

As the franchise holder of the Games, the Council is responsible for selecting sports for the Games program; establishing hosting standards for the Games, leading the bid process for the Games and recommending the award of the Games to a host community; acting as primary liaison to Host Societies by delivering a transfer of knowledge program including providing policies and procedures for the planning and staging of the Games; controlling Canada Games marketing rights and related intellectual properties; developing and executing national promotions and marketing strategies; determining, with the cooperation of National Sport Organizations, technical rules and procedures for the competition; and negotiating contractual agreements with the three levels of government and the Host Society.

As the franchise holder of the Canada Games Movement, the Council is responsible for development and promotion of initiatives which will increase the ongoing awareness and outreach of the Canada Games. One of those initiatives, titled *Dreams and Champions*, is targeted at *Inspiring Dreams* in Canada's youth by encouraging them to participate in sport and physical activity and to *Build Champions* by providing the programs, tools and support young athletes need to reach and succeed at higher levels.

The *Dreams and Champions* program is a key initiative of the Canada Games Movement, designed to create a strong and visible connection among Canada's youth to the Canada Games - 365 days a year –

culminating in a celebration of the Games every two years. The Dreams and Champions program will also provide a well established platform from which to launch Host Society initiatives and will build awareness of the marketing value of the Canada Games property.

The Council is supported by a number of standing committees including the Sport Committee, Finance and Audit Committee, Marketing Committee, Nominating Committee and Bid Evaluation Committee. As well from time to time the board may strike ad hoc committees to carry out its role.

### **ROLE OF THE BOARD OF DIRECTORS:**

The Board has the responsibility to oversee the conduct of the business of the Canada Games Council and to supervise the CEO, who is delegated responsibility for the day-to-day conduct of business of CGC. Any responsibility not delegated to the CEO or a committee of the Board remains with the Board.

#### ***The CGC Board will implement the following tasks of effective stewardship:***

- Define CGC's Strategic Framework (mission, vision, values, goals, operating principles, key success measures), approve key deliverables, organizational structure, budgets and financial statements, and monitor performance against plan;
- Develop, implement and evaluate governance policies and processes and implement assessment and control systems to ensure compliance to these policies and processes;
- Define the roles, responsibilities and authority of the CEO; Hire, monitor and annually evaluate the performance of the CEO in accordance with the CGC Human Resource Policies;
- Establish Board Committees and approve their Terms of Reference;
- Communicate to stakeholders and the public and make information available upon request in a transparent and effective way;
- Ensure effective orientation of new Directors, ensure they understand their role and are informed of all policies of the Board;
- Ensure Board self-evaluation and succession plan and replace any vacancies that may occur.

#### ***The following principles will guide the Board in its work:***

- The Board promotes itself as a unified team and agrees to support and promote each other and the decisions of the Board. The Board has "one voice" when communicating to its stakeholders and the CEO.

- Board committees are accountable to the Board.
- Operational committees are accountable to the CEO. The CEO may choose to appoint a senior staff member to the committee and they would report to the CEO. Board members may serve on operational committees when requested by the CEO/ staff.

### **Individual Directors**

While some Directors are appointed by the Nominating Entities to bring special expertise or a point of view to Board deliberations, they must ensure that the best interests of the CGC are paramount at all times. Directors must exercise the care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances.

#### ***Directors will adhere to the following guidelines:***

- Be sensitive to any conflicts of interest whether real or perceived. Where conflict cannot be avoided, declare the conflict and remove themselves from all discussion and voting on the related issue.
- Actively participate in the development and review of the strategic framework, corporate policies and strategies, and monitor the CGC's progress.
- With regard to Board activity, exercise good judgement, and act with integrity, use abilities and experience and influence constructively, be available as a resource to management and the board, respect confidentiality, govern rather than manage.
- With regard to preparation and attendance, maintain a good attendance record at meetings, read material provided and acquire adequate information for decision-making.
- With regard to communication, participate fully and frankly in meetings, encourage free and open discussion and ask probing questions, where necessary.
- With regard to committee work, know the purpose and goals of the committee and understand the process and the role of management and staff supporting the committee work.
- With regard to staff members, individual board members may deal with staff but shall not direct their actions.
- With regard to sport knowledge, remain aware of the CGC's services and programs; understand the cultural, business, financial, social and political environments in which CGC works; understand the role in community and nation building and be an effective ambassador of the CGC.
- Establish an independent and respected presence and a collegial relationship with other board members.

## GENERAL CHARACTERISTICS OF NOMINEES

The selection of candidates will be based on desired characteristics, such as:

- ❑ independence
- ❑ a sound business and/or professional background
- ❑ excellent network and contacts
- ❑ a record of organizational accomplishment
- ❑ a record of community service
- ❑ a highly respected reputation with past co-workers and teammates
- ❑ passionate about sport and its impact on Canadians
- ❑ an understanding and general acceptance of the Council's strategic goals and an ability and willingness to further them
- ❑ an understanding and appreciation of the Council's internal and external audiences
- ❑ an appreciation of the values of the Canada Games and a commitment to advancing them
- ❑ the willingness to commit time and energy to the work of the Council
- ❑ a blend of public policy, business, sport and/or marketing & communications experience, and
- ❑ the selection of candidates will consider gender equity, language capacity, multi-cultural and regional representation

## **The Canada Games Council is seeking applications for the following :**

### **1) National Sport Organization Member (1 position)**

**Description:** You are a senior manager or volunteer in a national sport organization (NSO) who clearly understands the sport development objectives of the Canada Games Council and their relationship to NSO programs and national sport development.

**Time commitment:** Up to 2 in-person Board meetings annually (1-2 days) and up to 3-4 teleconference Board meetings annually (1.5 hours); There may be a third in-person meeting during the Games every second year (3-5 days); Participation on committees as required;

**Skills and expertise:** Strong event management/marketing knowledge; broad-based knowledge of national sport policy.

**Term:** 4 year term begins at the 2009 Canada Games in PEI (renewable in

2013 to a maximum of 2 terms or 8 years in total to 2017).

## **2) Members- at- Large (3 positions) and Federal Government Nominee (1 position)**

<b>Description:</b>	You are an individual who has a passion for sport, and shares the vision of how the Canada Games Movement can impact our sporting culture. You have senior level experience in certain areas of expertise (see below) and have the ability to participate actively in strategic discussions with respect to strategy implementation. You are well connected with many contacts that can assist the CGC in implementing its new strategic framework. You may be a Canada Games alumni (athlete, coach, manager, volunteer, staff, sponsors, media, etc.).
<b>Time commitment:</b>	Up to 2 in-person Board meetings annually (1-2 days) and up to 3-4 teleconference Board meetings annually (1.5 hours); There may be a third in-person meeting during the Games every second year (3-5 days); Participation on committees as required;
<b>Skills and expertise:</b>	<p>The following are the areas of expertise and skills required of our full complement of Members at Large (not all skills identified below are expected of each Member):</p> <ul style="list-style-type: none"><li><b>i. Business/Corporate</b> – strong connections within the corporate world, strong knowledge and expertise in marketing, fundraising, Foundational work and/or sponsorship packaging and solicitation; Chair skills (potential opportunity with Marketing/Communications Committee)</li><li><b>ii. Communications</b> – strong connections with media; strong knowledge and expertise with all forms of communications, including broadcasting, print and radio; Chair skills (potential opportunity with Marketing/Communications Committee)</li><li><b>iii. Governance</b> – strong knowledge and expertise in corporate governance, strategic planning, reporting and performance measurement;</li><li><b>iv. Financial/Contracts</b> – strong knowledge and expertise in financial management and analysis and/or contract negotiations and development; understanding of tax and audit issues and/or insurance and risk management issues;</li></ul>
<b>Term:</b>	4 year term begins at the 2009 Canada Games in PEI (renewable in 2013 to a maximum of 2 terms or 8 years in total to 2017).

The Federal Nominee will be appointed by the Federal Government and not the CGC. The purpose of this exercise is to create a short list of candidates for consideration by the Federal Minister of Sport.

## **APPLICATION PROCESS**

Please include the following information and submit it to the Canada Games Council by May 11, 2009.

- name/address
- general biographical information
- outline of background and interest in sport
- sport/business accomplishments linked to areas of expertise noted above;

## **APPLICATIONS TO BE SUBMITTED TO:**

Canada Games Council  
Nominating Committee  
2197 Riverside Drive, Suite #701  
Ottawa, Ontario K1H 7X3  
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