



2021 Annual General Meeting Committee Reports

Executive & Government Relations

Finance & Audit

Governance

Member Relations

Marketing & Communication



Executive & Government Relations Committee

Board of Directors		
Name	Position	Association
Michele O'Keefe	Director at Large - Chair	Niagara College
Cyril Leeder	Director at Large	Founder and Past President Ottawa Senators / Co-Chair Minister's COVID panels on Amateur Sport and Professional Sport
Johnny Misley	Vice Chair	Ontario Soccer
Andrew Backer	Treasurer	Row Ontario
Debbie Low	Secretary	Canadian Sport Institute Ontario
Jeremy Cross	Member	Coaches Association of Ontario
Gord Grace	Member	Ontario University Athletics
Fran Rider	Member	Ontario Women's Hockey Association
Myles Spencer	Member	Rugby Ontario

Executive Committee		
Name	Position	Association
Michele O'Keefe	Director at Large - Chair	Niagara College
Johnny Misley	Vice Chair	Ontario Soccer
Andrew Backer	Treasurer	Row Ontario
Debbie Low	Secretary	Canadian Sport Institute Ontario

Government Relations Committee		
Name	Position	Association
Cyril Leeder	Director at Large	Founder and Past President Ottawa Senators / Co-Chair Minister's COVID panels on Amateur Sport and Professional Sport
Michele O'Keefe	Director at Large - Chair	Niagara College
Johnny Misley	Vice Chair	Ontario Soccer
Debbie Low	Secretary	Canadian Sport Institute Ontario



Committees Mandate

The Executive Committee is a committee of four members including the Chair, Vice Chair, Treasurer and Secretary, and reports to the board of directors. The committee's focus is to carry out the on official officer's duties of the organization as outlined in the organization's by-laws. The executive committee provides internal leadership to the board of directors while leading and facilitating the overall strategy and vision for the organization.

The purpose of the government relations committee is to engage with all levels of government, and particularly, the provincial government in Ontario, on sport sector matters by establishing regular communications and a solid working relationship.

Key Responsibilities

Notwithstanding the generality of the foregoing the Executive Committee is expressly charged with the following key tasks:

- *Report to the board on all activities;*
- *Act on behalf of the board on urgent matters arising between board meetings;*
- *Seek board ratification for all decisions taken between board meetings;*
- *Ensure that any financial-related decision does not result in the expenditure of monies that exceed the limits defined in organization's by-laws and/or operational policies for the executive committee;*
- *Perform the responsibilities and tasks, which include but not limited to the following:*
 - *Monitor the development, implementation and execution of all required policies;*
 - *Ensure the treasurer and either the chair or vice chair approve the opening of any bank or investment account or transfer money into a non-liquid account or an account with a fluctuating value;*
 - *Ensure that any agreement to purchase, lease, rental, or service contract with a value exceeding \$1,000 in any budget year is co-signed by one of the chair or vice chair;*
 - *Inform the board of any changes in the assumptions upon which the board has been operating;*
 - *Present information or advice to the board in a timely fashion and that is complete and accurate and inform the board with points of view, issues, or options that are pertinent to fully informed board decision-making;*
 - *Ensure information sought by the board is submitted in a timely, accurate and understandable manner;*
 - *Report, in a timely, accurate and understandable manner, an actual or anticipated instance of noncompliance with any policy of the board;*



2021 Annual General Meeting Committee Reports

- Advise the board if, in the executive committee's opinion, the board or executive Committee is not in compliance with the organization's by-laws, membership or operational policies;
- If applicable, hire and manage senior staff leader / Managing Director.

The Government Relations committee shall work to identify, define, and develop Sport4Ontario's government relations strategies.

- Provide recommendations to the board of directors regarding these strategies and work to implement these strategies.
- Promote the development and support of relationships with elected government officials and staff at all levels at the Ministry of Heritage, Sport, Tourism & Culture Industries, and the ministry's agencies.
- Engage with other ministries in Ontario on government relations strategies for sport including (but not limited to) the Ministries of Education, Health, Child and Youth Services, Indigenous Affairs, Women's Issues and Accessibility.
- Oversee strategies that further cultivate the federal and provincial government relationships.
- Enhance the profile of the Ontario sport sector with government.
- Help to identify and facilitate discussion and cooperation between the Ontario sport sector organizations and applicable government officials on matters that affect the sport sector.
- Annually review the government relations strategy and suggest changes or improvements for consideration by the Board.
- Monitor effectiveness of government relations efforts

Scope of work 2020-2021

With a new Board and committee mandate established, the scope of work for 2020-2021 for these two committees have overlapped in areas. As such a joint report of the accomplishments over the past year have been outlined below:

- New strategic plan development
- Hired staff
- Contracted marketing agency
- Ministry relations and communications
- Partnership engagement – MLSE Foundation, Trillium, Jumpstart

Planning 2021-2022

- Launch re-brand with safe sport and safe return to sport campaigns
- Membership engagement leveraging campaign assets
- Execution of strategic plan



Finance & Audit Committee

Name	Position	Association
Andrew Backer	Chair	Row Ontario
Cyril Leeder	Member	Independent
Gord Grace	Member	Ontario University Athletics
Linh Nguyen	Member	Ontario Soccer
Darin Muma	Member	Swim Ontario

Committee Mandate

The purpose of the Finance & Audit Committee is to ensure that the Board fulfills its legal, ethical, functional and fiscal responsibilities through adequate finance policy development for Board approval, participation in the development of financial, budget and investment strategies, ensuring that there is adequate security over the organization's

Key Responsibilities

- *Develop and recommend appropriate policies and procedures to ensure sound financial and investment policies and practices are in place and recommend revisions as required including the Committee Terms of Reference, to assist the Governance Committee of the Board in fulfilling its oversight responsibilities.*
- *Participate in the review of the annual operating budget and the development of a long-term financial plan (i.e., rolling 3 years).*
- *Review quarterly financial results of the organization that the Board has ultimate responsibility for and obtaining explanations for variances to the Board approved budget.*
- *Annual discussion with the external auditors prior to presentation to the Board regarding the result of their audit and any issues, findings or concerns that they wish to raise relating to the organization's staff, accounting records, accounting practices and system of internal control.*
- *Ensure proper orientation, support and continuing education for the organization's staff involved in the accounting and finance function.*
- *Produce and keep current, documents needed for recruitment and education of current, new, and potential individual members to serve on the Committee.*
- *Maintain a horizontal scan/global watch for accounting and finance policy development, best practices, and other opportunities relating to non-profit organizations and other sport organizations that could lead to growth and improvement of the accounting and finance activities of Sport4Ontario.*



Scope of work 2020-2021

- *Developed new set of financial policies and practices for the Organization*
- *Supported the Board in the selection of a new auditor*
- *Met with the external auditors prior to presentation to the Board regarding the result of their audit.*

Planning 2021-2022

- *Participate in the review of the annual operating budget and the development of a long-term financial plan (i.e., rolling 3 years).*
- *Review quarterly financial results of the organization that the Board has ultimate responsibility for and obtaining explanations for variances to the Board approved budget.*
- *Annual discussion with the external auditors prior to presentation to the Board regarding the result of their audit and any issues, findings or concerns that they wish to raise relating to the organization's staff, accounting records, accounting practices and system of internal control.*



Governance Committee

Name	Position	Association
Myles Spencer	Chair	Rugby Ontario
Debbie Low	Member	Canadian Sport Institute Ontario
Phillip McKee	Member	Ontario Hockey Federation
Erin Hamilton	Member	Town of Aurora
Stephanie Spruston	Member	Ottawa Sports & Entertainment Group
Ryon Dalir	Member	Vancouver 2030
Kim Cunnington-Taylor	Member	Barrister, Solicitor, Notary Public
Kyle Pelly	Member	Ontario Colleges Athletic Assoc.
Fran Rider	Membership Relations Cte Chair	Ontario Women's Hockey Assoc.

Committee Mandate

The Governance Committee shall develop, maintain and renew the Board's governance mandate including its structure, by-laws, policies and procedures. The Committee will act as an advisory group for the Board of Directors on all matters with regard to Board policy, coordinate the strategic planning, nominations and elections processes, and implement the procedures to assess the overall performance of the Board of Directors and committees.

Key Responsibilities

- *Review, monitor and make recommendations concerning best practices of corporate governance in order to improve Board effectiveness and accountability in fulfilling its oversight responsibilities;*
- *Design and oversee the orientation and on-boarding of Board members and committee members;*
- *Review and maintain corporate governance documents including but not limited to the by-laws, policies and procedures, committee terms of reference and recommendations, as appropriate, to the Board of Directors;*
- *Develop and oversee the process to evaluate the performance of the Board, Directors and committees, and implement ongoing Board education and professional development;*
- *Assess the size, composition and diversity of the Board and committees, and make recommendations, as appropriate, to the Board of Directors;*
- *Assess and anticipate the skills, competencies and qualifications needed for Board and committee composition to ensure effective succession;*



2021 Annual General Meeting Committee Reports

- *Develop a collaborative and transparent Director nominations procedure, including recruitment, candidate screening and election criteria and/or processes;*
- *Support the facilitation of the strategic planning process with the Board of Directors;*
- *Advise the Board of Directors and membership on governance issues and trends that may arise from time to time.*

Scope of work 2020-2021

- *Completed the necessary submissions to update the corporate registry filing with the Ontario Government.*
- *Developed a new Code of Conduct, Confidentiality and Conflict of Interest policy suite for Directors and Committee Members.*
- *Initiated the review of all governance processes and documentation, notably the corporation's Bylaws, in preparation for the implementation of the Ontario Not-For-Profit Corporations Act (ONCA).*
- *Supported the new Board of Directors with various policy and procedure advice and guidance, including consultation on matters related to the National Sport Trust Fund-Ontario and Canadian Council of Provincial & Territorial Sport Federations, strategic planning and corporate/administrative services.*
- *The Governance Committee Chair has supported the Membership Relations Committee as a member.*

Planning 2021-2022

- *Establish an action plan and working groups (sub-committees) to lead specific activities in relation to the committee mandate, including:*
- *Implement a Director Term Staggering plan to correct the Board Composition and Term Staggering to ensure best-practice governance and future succession planning.*
- *Conduct a Special General Meeting in due course to present and approve Bylaw amendments in relation to the ONCA and Director Term Staggering.*
- *Introduce a new / modernized Governance Manual to support the Board, management and membership in conducting the business of the organization.*
- *Implement a new suite of governance and administrative policies.*
- *Develop a suitable nominations and recruitment procedure to ensure strong Board leadership in future.*
- *Support the development of resource and best practice sharing throughout the membership and sector stakeholders.*



Member Relations Committee

Name	Position	Association
Fran Rider	Chair	Ontario Women's Hockey Assoc.
Myles Spencer	Member	Rugby Ontario
Cyril Leeder	Member	Minister's Covid Panels on Sport
Shauna Bookal	Member	Field Hockey Ontario
James Brough	Member	Canadian Sport Institute Ontario
Joely Christian	Member	Ontario Volleyball
Marian Jacko	Member	Little NHL
Glenn MacDonnell	Member	Special Olympics Ontario
Marcia Morris	Member	Ottawa Sport Council

Committee Mandate

To work with existing members and potential members in the transition of Sport4Ontario to a build a strong, inclusive organization that will maximize the benefit to individual members and build collective strength for sport in Ontario.

Key Responsibilities

- *Identify members and potential members within the current structure and potential governance structure.*
- *Create an open communication network with members and potential members with opportunity for input and feedback.*
- *Build on opportunities and best practices.*
- *Discuss controversial items and how they could/would be addressed in the collective.*
- *Communicate an openness from the Board of Sport4Ontario to listen to all voices through the transition.*
- *Work with the Board and other committees through the governance and operational aspects of the transition.*

Scope of work 2020-2021

The scope of work for 2020-2021 was to align with the reorganization of Sport 4 Ontario under a new Board and Committee mandate and look to the development of Member Relations as a committee and operational priority going forward. Over the course of the year, member outreach in terms of member surveys and a Town Hall meeting took place to reignite the involvement and engagement of



2021 Annual General Meeting Committee Reports

Sport 4 Ontario Members and the Sector at large. The Members Relations Committee Chair has also supported the Governance Committee as a member over the course of the year.

Planning 2021-2022

Over the 2021-22 year, the Member Relations Committee will focus its work on the following components of Sport 4 Ontario's operations with a priority to lead with diversity and inclusion as part of all initiatives. Work in this regard will consist of:

- *Work with hired staff to establish member priorities and tactics for continued engagement*
- *Support the development of a calendar of events and initiatives to ensure education and resources for members are at the forefront of services offered by Sport 4 Ontario. Such initiatives include:*
 - *Speaker Series addressing current topics affecting sport in Ontario*
 - *Partnership engagement with subject matter experts in critical areas of support*
 - *Support the development of best practice sharing throughout the membership and sector stakeholders.*
- *Continued sector research to provide to members to support internal needs*



Marketing & Communications Committee

Name	Position	Association
Jeremy Cross	Chair	Coaching Association of Canada
Laura Albright	Member	Canadian Sport Institute
Nicholas Taylor	Member	Ryerson University
Johnny Misley	Member	Ontario Soccer
Michele O'keefe	Member	Niagara College

Committee Mandate

To provide guidance, assistance and expertise in the development and implementation of effective Marketing and Communications plans for the organization, respective committees and board to support achieving goals.

Key Responsibilities

The responsibilities include facilitating communication with Ontario sport sector as well as, within the organization. These activities include, but are not limited to, the following:

- *Developing content and messaging that meets the needs and is visible to the Ontario sport community;*
- *Considering programs that meet the needs of the Ontario sport community;*
- *Enhance the value of being a member of the organization that is in the Ontario sport community;*
- *Enhance internal and external communications by establishing a mechanism for publishing, distributing and overseeing activities relating to content and messaging;*
- *Maintaining and updating the web site, social media (youtube, facebook, instagram, LinkedIn, twitter) and other platforms;*
- *Develop annual marketing and communications plans;*
- *Development of measurement criteria;*
- *Identify cross marketing opportunities with key stakeholders;*
- *Conduct annual evaluation of marketing and communications programs;*
- *Provide input on communications issues that arise;*
- *Provide board with advice related to marketing, and communications.*



Scope of work 2020-2021

Over the course of the 2020 – 2021 year, the marketing and communications committee played a vital role in the rebrand of Sport 4 Ontario as well as the Ministry mandated pilot project for “Safe Sport / Return to Sport” campaign.

Evaluation and selection of the contracted Agency Torque (and Victory) was established to develop the blueprint and action plan for a “legacy program” that will promote safe sport (inclusive of Rowan’s Law) as well as a return to sport activity that will extend beyond this year. The action plan will be supported with an integrated marketing and engagement campaign to encourage sport from grassroots physical activity to recreational and competitive across Ontario, while also promoting a holistic approach to sport free from harassment, abuse and discrimination. The scope of work included:

- *Consultation around new name, new logo, look and feel of the rebrand*
- *Conducting member surveys*
- *Consultation around development of appointed ministry campaign including direction, scripting, video and graphic imagery, ambassadors, etc.*
- *Consultation and development of new website and social media strategies*
- *Recommendation for amplification of the NSTF*

Planning 2021-2022

Planning for the 2021 – 2022 year includes a phased approach in rolling out of the developed blueprint and action plan around the return to sport campaign and its elements in market, which also include focusing on membership and sector engagement of the new brand and amplifying the NSTF opportunity. Some of these elements and upcoming programming include:

- *OOH (Out of Home) marketing elements*
- *Broadcast spots*
- *Speaker Series*
- *Townhalls*
- *Symposium*
- *Website Phase 2 & 3 development*
- *Campaign research elements*
- *Ambassador programming*
- *Social Media strategy*
- *Partnership and Sponsorship engagement*