

## ATHLETICS CANADA COMMITTEE STRUCTURE

Committees fulfill an important function by providing sound and timely advice to the Board and the CEO on key areas of governance, stewardship, and strategy. Committees also provide a means for individuals to contribute directly to the organization and to the sport, and can serve to prepare individuals for greater responsibilities.

### Types of Committees

AC's Committee structure is consolidated into four categories:

- 1) Board Committees
- 2) Operational Committees
- 3) Partner Sessions
- 4) Independent Committees

### Committee Guidelines

Committees will operate under the following general guidelines:

1. Committees will operate in a transparent and open manner
2. Committees will report, make recommendations, and be accountable to the Board
3. The Board will use Committees as a primary medium to communicate and engage directly with Members and stakeholders
4. Committees will have Terms of Reference approved by the Board
5. On an annual basis, the Board will review each Committee's terms of reference, and will identify expected outcomes. This review will ensure that each Committee is meeting its objectives, continues to be relevant, and is following its Terms of Reference
6. The Chair of each Board Committee will be appointed by the Board. The CEO (or designate) will be the Chair of each Operational Committee. Committee Chairs of Board Committees will serve terms of two years, In the year that the Chair of the Governance and Nominating committee is standing for re-election, the committee shall create a Nominating sub-committee to be chaired by one of its members, other than the Chair of the Governance Committee.
7. Committee Chairs are non-voting except in the case of a tie.
8. Committees will be composed as described in each Committee's Terms of Reference
9. Non-staff members of all Committees will serve terms of two years, unless otherwise indicated in a Committee's Terms of Reference
10. Quorum for all Committees will be a majority of the voting members, unless otherwise indicated in a Committee's Terms of Reference
11. Committee membership is "competency" based
12. Committees may invite guests or outside experts to attend Committee meetings. These individuals will not have a vote at Committee meetings
13. Committees will not exercise authority over employees and may not delegate tasks to any employees unless the CEO has specifically agreed to such delegations
14. Unless explicitly empowered by the Board, Committees cannot make binding decisions or speak for the Board or the CEO
15. The work of Committees must not conflict with the responsibilities of staff
16. The Board and the CEO (with the approval of the Board) each have authority to establish ad hoc working groups for any purpose, putting such conditions, restrictions, or limitations on the mandate of such working groups and their composition and terms of reference, as they deem appropriate. Ad hoc working groups will usually be established for specific and time-limited tasks.
17. Committee members are to receive a minimum of twenty-one (21) days' notice of meetings. If at the time of giving notice, it is known by the Chair that a quorum cannot be present, the meeting will be

rescheduled until a quorum can be present, in circumstances when the urgency of business makes 21 days' notice impractical, as much notice as possible shall be given.

## **Board Committees**

Board Committees are advisory to the Board and assist the Board in fulfilling its fiduciary responsibilities. Each Board Committee has a Terms of Reference and a composition as determined or approved by the Board. Board Committees are chaired by a Director or designate, and report to the Board at meetings of the Members.

Board Committees include:

- **Athletes Council** – Provides a forum for national team athletes to identify issues, recommend solutions, and generally express their needs and concerns to the Board. Members of the Council are recommended by the Athlete Directors and approved by the Board.
- **Finance** – Assists the Board in fulfilling its oversight responsibilities related to corporate auditing and reporting, financial policies and strategies, and financial risk management.
- **Human Resources** – Leads the recruitment, hiring, compensation and performance management of the CEO. This Committee will also review succession plans for the CEO, including development plans for senior staff. This Committee is available to support the CEO in all human resources matters, including human resources policies and processes.
- **Governance & Nominating** – Monitors and proposes changes to AC's governance processes and By-Laws and to ensure that the Board is composed of qualified and skilled individuals who will provide effective governance leadership.
- **Rules** – Receives and reviews proposed rule changes and advises the Board on amendments to rules.

## **Operational Committees**

Operational Committees link to the various functions of AC operations and make operational decisions. Each Operational Committee has a Terms of Reference, approved by the Board, and a composition as determined by the CEO and staff. Operational Committees are chaired by the CEO (or designate). Operational Committees deal primarily with technical matters that link directly to strategic goals and objectives. In consultation with the Board and the CEO, Operational Committees will typically be assigned a staff resource to ensure alignment with AC's strategic and operational plans. Operational Committee reports are submitted semi-annually as part of the CEO's report at in-person Board meetings.

Operational Committees include:

- **National Team** – to design, deliver, implement and evaluate National Team Policies to fulfill AC's high performance goals and objectives.
- **Officials** – to design, coordinate, and evaluate programs to develop and improve the performance of athletics officials.
- **Awards** – to recommend recipients for annual trophies and develop, coordinate and evaluate other recognition programs.
- **Competitions** – to select the hosts, or the bid to go forward, of national/international championships and events.

## **Partner Sessions**

Partner Sessions provide guidance, advice and recommendations to the Board and/or staff. Partner Sessions are meetings, typically held at meetings of the Members or other athletics conferences, which are attended by interested stakeholders. Partner Sessions reports are submitted semi-annually as part of the CEO's report at in-person Board meetings.

Partner Sessions include:

- **Grassroots** – to review, recommend and evaluate programs to encourage participation, ensuring consistency with the strategic plan. This is typically a full day meeting with Member representatives (potentially in conjunction with a Semi-Annual Meeting).
- **Coaching** – to review, recommend and evaluate programs for coach recruitment, training and certification in athletics. This is typically a full day meeting with Member representatives (potentially in conjunction with the Annual Meeting or Coaches Conference).
- **Road Running** - to review, recommend and evaluate road running policies and programs which will guide the development of road running within the framework of the strategic plan. This is typically a full day meeting with Member representatives held in conjunction with the annual Road Running Summit.
- **Strategic Planning** – In consultation with Partner Sessions, proposes AC's overall strategic plan to the Board, leads the ongoing review of the plan, and provides input to the CEO on annual operating plans.

The CEO may establish working groups in preparation for these sessions to ensure relevant and topical discussion and the ability to make timely decisions.

## **Independent Committees**

Independent Committees have prescribed mandates to make binding decisions. They operate independently of Board, staff, and other committees of AC. Their work may be supported by external and independent consultants.

Independent Committees include:

- **Branch Council** – The Council nominates Member representatives for Operational Committees and takes an active involvement in Partner Sessions to shape the direction of the organization. The Council has regular engagement with staff via monthly conference calls, may nominate Directors, and has a presence at meetings of the Members.

The Commissioner's Office is organized to manage discipline and appeals on an as-needed basis.

The Commissioner's Office is a stand-alone governed by Rule 140.

## **Board Committee - Governance & Nominating - Terms of Reference**

### **Mandate**

The purpose of the Governance and Nominating Committee is to oversee matters of governance including formulating and recommending governance principles and policies, assisting in the development of appropriate documentation, and enhancing the quality of nominees to the Board of Directors and to committees.

### **Key Duties**

The Committee will, under the authority delegated to it by the Board, be responsible for overseeing all governance matters of Athletics Canada (AC), including:

- **Governance:** recommending improvements to AC governance practices
- **Documentation:** recommending changes to and developing governance documentation, including keeping the Articles of Continuance, Bylaws and Policies separate and apart from the technical rules of the organization which are governed by the Rules Committee
- **Nominating:** making recommendations about Board composition, including the size of the Board; assisting in defining and assessing qualifications of Directors; identifying potential candidates for the Board; developing assessment tools to aid in the review of Board performance; and ensuring the integrity of the nomination process
- **Succession Planning:** serving in an advisory capacity to the Board Chair on matters of succession planning, and recommending appointments to internal and external committees
- **Orientation and Training:** reviewing and recommending appropriate orientation, training, and continuing education programs for Directors

More specifically, the Committee will perform the following key duties:

- Seek, identify and recruit qualified persons to stand for election as Directors. In addition to seeking candidates through the usual networking channels within the athletics community and the Members, the Committee may issue an open call for nominations through national promotional efforts including, but not limited to, press releases, the e-news service of SIRC (Sport Information Resource Centre), the AC website, other online services where suitable, and advertisements in national newspapers where appropriate.
- Ensure that candidates for election meet the qualifications to serve as a Director (**Appendix A**) with particular regard to the specific and desired competencies required on the Board as a whole in soliciting nominations.
- Communicate directly with each candidate to discuss the roles, responsibilities and expectations of a Director.
- Review Candidate Qualification Forms (**Appendix B**)
- Promote diversity of the Board in regards to gender, region, age, language, ethnicity, professional backgrounds and personal experiences.
- Oversee all aspects of the election procedures leading up to and at the Annual Meeting, including identifying and enforcing specific timelines and any other administrative requirements.
- As a by-product of the nominations process, identify individuals who may be strong candidates for positions on AC committees, and relay this information to the appropriate persons within AC.
- Where appropriate, identify individuals for future nomination as Directors and maintain this information for use by future Governance & Nominating Committees.
- Carry out these duties in a manner that encourages a long-term view of AC's leadership needs, as well as Board succession planning.
- Such additional duties as may be delegated to the Committee by the Board.

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

Article 5.1 of the AC Bylaws describes the composition of the Board.

Article 5.2 describes the minimum qualifications to serve as a Director. All nominees must satisfy any further requirements as set out in **Appendix A**, and must complete a Candidate Qualification Form (**Appendix B**). A nominee for Athlete Director must have been a member of an AC National Team within the previous four years.

Article 5.3 sets out the support that is required of a nomination. Nominations may be supported by the Committee, or may be supported by the required threshold of members or associates outside of the process of the Committee.

Article 5.4 sets out the timelines that will apply to nominations. Notably, nominations will be finalized 30 days prior to the Annual Meeting and will be circulated to members not less than 21 days prior to the Annual Meeting.

The Committee will have the authority to resolve any dispute in relation to timelines or the election process.

### **Composition**

The composition of the Committee will be:

- One current Director
- One appointee from the Branch Council who is not seeking election (typically the Chair of the Branch Council)
- Chief Executive Officer
- Athlete Representative (as designated by the Athlete Directors)
- Board Chair (ex-officio)
- Executive Assistant (ex-officio, support)

The Committee will designate a Chair from among its members.

Non-staff members of the Committee will serve a term of one year, which may be renewed to a maximum of three consecutive terms. No non-staff member of the Committee may serve more than three terms.

### **Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

### **Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

### **Reporting**

The Chair will provide status reports to the Board at every meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## **Appendix A**

### **QUALIFICATIONS AND CORE COMPETENCIES OF ELECTED DIRECTORS**

Directors of Athletics Canada commit themselves to ethical and lawful conduct, including the proper use of authority. Directors must be free of conflicts of interest, and act in the best interests of Athletics Canada at all times.

Directors will be recruited based upon their demonstrated ability to contribute significantly to the leadership of Athletics Canada and fulfill their fiduciary responsibilities. Ideally, the core competencies that will be reflected in the Board as a whole are:

- Background and knowledge as an athlete, coach, official, administrator or volunteer leader in athletics or in other sporting disciplines;
- Knowledge of strategic and business planning;
- Human resources management expertise;
- Legal and risk management expertise;
- Business and corporate experience, including expertise in revenue development or marketing, project management and financial management; and
- Demonstrated leadership skills in the non-profit sector or other endeavours.

All candidates for election as a Director will complete and submit a Candidate Qualification Form (**Appendix B**).

Upon election, a Director must comply with all applicable codes of conduct and policies including conflict of interest and screening.

**Appendix B**

**CANDIDATE QUALIFICATION FORM**

This form is to be completed by any person nominated for election as a Director. To be eligible for nomination, a person must:

- Be of legal age and a resident of Canada
- Fulfill the requirements of the *Canada Not-for-profit Corporations Act*
- Fulfill the requirements of the *Canada Income Tax Act* as they relate to directors of registered charities
- Have the endorsement of the Governance and Nominating Committee or the endorsement of the required threshold of Members and/or associates, as stated in the Bylaws
- Be an Associate of Athletics Canada, or undertake to become an Associate within 10 days of being elected
- Be a member of a National Team in the previous four years, if seeking election as an Athlete Director

Name of Candidate: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone Number(s): \_\_\_\_\_  
Email Address: \_\_\_\_\_

Using a separate sheet, please provide the following information:

1. A brief summary of your experience within the sport community at the local, provincial, national or international level.
2. A brief summary of any previous experience with Athletics Canada.
3. A brief summary of your experience with other voluntary or community organizations.
4. Additional skills or competencies that would contribute to the effective leadership and governance of Athletics Canada.

\_\_\_\_\_  
Signature Date

**Candidate Endorsement**

The candidate is hereby endorsed by:

\_\_\_\_\_  
Name of Associate Signature

\_\_\_\_\_  
Name of Associate Signature

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Authorized representative of a Member Branch

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Signature

OR

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Chair of Nominating Committee

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Signature

## **Board Committee - Athlete's Council - Terms of Reference**

### **Mandate**

The purpose of the Athlete's Council is to advise the Board through the Athlete Directors on matters related to AC national team athletes.

### **Key Duties**

The Council will address and consider all matters relating to AC athletes and will specifically:

- Provide feedback and input on the Sport Canada Athlete Agreement to the appropriate Athletics Canada staff member
- Recommend to the Athlete Directors, athletes who will represent the Athletes Council on other AC Committees and Partner Sessions (these appointees do not need to be members of the Council) who will report back to the Council
- Review and provide feedback to draft national team selection and carding criteria
- Expect to participate in a timely manner in the decision-making of AC by providing an athlete perspective
- Ensure that Athlete Directors attend all meetings of the Board, and report to and from the Council at meetings of the members
- Connect with other Committees to discuss any implications of those Committees' proposals on athletes
- Perform such additional duties as may be asked of the Council by the Board.

### **Authority**

The Council will exercise its authority as set out in this Terms of Reference, and will do so independently, with the full support of the Board, management, and staff.

### **Composition**

The Council will be composed of the two Athlete Directors who will be the Co-Chairs of the Council. The Athlete Directors will appoint to the Council between six and twelve athletes who bring diverse perspectives, experience, and knowledge of athletics in Canada. The Council may also request an AC staff member to attend Council meetings in a non-voting (ex-officio) administrative capacity.

In composing the Council, the Athlete Directors will consider, but are not bound by, the following criteria:

- Representation of each event group (including Para event groups that do not have an able-bodied equivalent);
- A blend of active and recently-retired athletes;
- Gender diversity;
- Regional representation; and
- Individual knowledge of the functional areas of athletics in Canada, including finance, governance, sport science, etc.

The Council may invite other individuals, and AC staff members (with approval of the CEO), to participate in Council meetings as necessary. These individuals are not permitted to vote.

### **Meetings**

The Council will meet by telephone or in person, as required, with meetings held at the call of the Chair.

**Resources**

The Council will receive the necessary financial and administrative resources from AC to fulfill its mandate.

**Reporting**

The Chair will provide status reports to the Board at every meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Council as required.

## **Board Committee - Finance - Terms of Reference**

### **Mandate**

The purpose of the Finance Committee is to assist the Board in fulfilling its oversight responsibilities related to corporate auditing and reporting, financial policies and strategies, and financial risk management.

### **Key Duties**

The Committee will, under the authority delegated to it by the Board, be responsible for the oversight of all financial matters of Athletics Canada (AC), and will specifically:

- Advise the Board on AC's compliance with legal and regulatory requirements
- Keep all necessary books and records that are required by AC's Bylaws or by applicable law
- Determine the adequacy of AC's internal financial controls and procedures for financial reporting to the Board, members, and funding agencies
- Develop and oversee the implementation of policies to safeguard AC's assets and revenue streams
- Review and approve the scope of the annual audit and audit fees to be paid, and recommend annually to AC members the appointment of the auditor
- Ensure that any problems, issues or concerns raised by the auditor are promptly and satisfactorily addressed by the Board, management and staff
- As required, receive reports and advise the Board on any material government investigation, litigation, contractual dispute or legal matter
- Connect with other Committees to discuss any financial implications of those Committees' proposals
- Advise the Board on AC's risk management and insurance policies and programs
- Work with management and staff to review, monitor and evaluate budgets, and recommend annual budgets to the Board for approval
- On an ongoing basis, provide expertise to enhance the quality of Board discussion on financial matters and facilitate effective Board decision-making in this area
- As necessary, propose finance-related policies to the Board
- Conduct financial investigations and retain, at AC's expense, the services of outside resources including legal counsel or other experts
- Perform such additional duties as may be delegated to the Committee by the Board

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

### **Composition**

The composition of the Committee will be:

- Treasurer (Chair)
- Chief Executive Officer
- Individuals appointed by the Board (up to three)
- Athlete Representative (as designated by the Athlete Directors)
- Director, Finance (ex-officio, support)
- Chair of the Board (ex-officio)

Individuals appointed by the Board and by the Athlete Directors should have experience with financial matters. An accounting designation (CA, CMA, CGA) is considered an asset.

The Committee may invite other individuals to participate in Committee meetings as necessary. These individuals are not permitted to vote.

**Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

**Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

**Reporting**

The Chair will provide status reports to the Board at every meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## **Board Committee - Human Resources - Terms of Reference**

### **Mandate**

The purpose of the Human Resources Committee is to assist the Board in fulfilling its oversight responsibilities related to human resources policies and Chief Executive Officer succession. The Committee will also report to the Board on the performance of the Chief Executive Officer.

### **Key Duties**

The Committee will, under the authority delegated to it by the Board, be responsible for overseeing all human resources matters of Athletics Canada (AC), and will specifically:

- Advise the Board on corporate policies relating to all aspects of human resources management including staffing structure, compensation ranges, benefits programs, bonus and incentive schemes, performance appraisals, and related personnel policies
- Review the performance of the Chief Executive Officer on an annual and as-needed basis and make recommendations to the Board on matters relating to Chief Executive Officer performance including hiring, compensation, discipline, and termination
- Advise the Board and the CEO on policies for staff recruitment, hiring, retention, development and succession
- If requested, advise the Chief Executive Officer on any employment-related matter pertaining to AC staff
- As required, receive reports from and advise the Chief Executive Officer and/or the Board on any employment-related dispute or litigation
- Connect with other Committees to discuss any human resources implications of those Committees' proposals
- Develop a succession plan for the Chief Executive Officer and other identified staff positions
- On an ongoing basis provide expertise to enhance the quality of Board discussion on human resources matters, and facilitate effective Board decision-making in these areas
- As necessary, propose human resources-related policies and updates to the Board
- Such additional duties as may be delegated from time to time to the Committee by the Board

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

### **Composition**

The composition of the Committee will be:

- 
- Chief Executive Officer
- Individuals appointed by the Board (up to four)
- Athlete Representative (as designated by the Athlete Directors)
- Director, Finance (ex-officio, support)
- Chair of the Board (ex-officio)

One of the individuals appointed by the Board will be appointed as the Chair of the Committee.

Individuals appointed by the Board and by the Athlete Directors should have experience with personnel management and human resources.

The Committee may invite other individuals to participate in Committee meetings as necessary. These individuals are not permitted to vote.

### **Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

Parts of meetings during which compensation and performance reviews are discussed for staff who are sitting as members of the Committee will be held 'in camera' and such affected staff will be asked to leave the applicable parts of the meeting.

### **Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

### **Reporting**

The Chair will provide status reports to the Board at every meeting of the Board, and will report to the Members at the Annual Meeting.

### **Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## **Board Committee - Rules - Terms of Reference**

### **Mandate**

The purpose of the Rules Committee is to receive and review proposed rule changes and advise the Board on amendments to rules.

### **Key Duties**

The Committee will, under the authority delegated to it by the Board, be responsible for the oversight of all issues with respect to the rules of Athletics Canada (AC), and will specifically:

- Review AC's rules; including the Competition Rules, Championship Events Rules, and Records Rules
- Identify deficiencies in the current Rules and recommend changes or updates to the Board
- Receive changes or updates to the Rules as submitted by members and individuals, and include appropriate changes or updates in its recommendation to the Board
- Study implications of proposed Rules changes sent to the Committee by the Board
- Advise the Board, and the members if necessary, on the technical implications of proposed Rules changes
- Connect with other Committees to discuss any Rules implications of those Committees' proposals
- Coordinate the production of an updated publication of all Rules
- Perform such additional duties as may be delegated to the Committee by the Board.

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

### **Composition**

The composition of the Committee will be:

- Individuals appointed by the Board (up to seven)
- Athlete Representative (as designated by the Athlete Directors)
- Executive Assistant (ex-officio, support)
- Chair of the Board (ex-officio)

One of the individuals appointed by the Board will be appointed as the Chair of the Committee.

Individuals appointed by the Board and by the Athlete Directors should have experience with multiple levels and disciplines of athletics.

The Committee may invite other individuals to participate in Committee meetings as necessary. These individuals are not permitted to vote.

### **Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

### **Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

**Reporting**

The Chair will provide status reports to the Board at every meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## Operational Committee - Awards - Terms of Reference

### **Mandate**

The purpose of the Awards Committee is to identify criteria for Athletics Canada awards and criteria for eligibility for the Athletics Canada Hall of Fame. The Committee will solicit and evaluate nominations for awards and the Hall of Fame and determine award winners and inductees.

### **Key Duties**

The Committee will, under the authority delegated to it by Athletics Canada (AC) staff, be responsible for overseeing all awards matters and will specifically:

- Identify criteria for AC awards
- Determine awards for athletes, officials, builders, and lifetime achievement
- Receive and review nominations for AC's awards and recommend recipients
- Based on published criteria, submit nominations for AC athletes, officials, builders, and other individuals to other organizations (such as the Canadian Olympic Committee's Hall of Fame) for their awards
- Determine eligibility for the AC Hall of Fame
- Solicit, receive and evaluate nominations for the AC Hall of Fame
- Perform such additional duties as may be delegated to the Committee by AC staff

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

### **Composition**

The composition of the Committee will be:

- Chief Executive Officer (Chair)
- Director, Public Relations and Corporate Services
- Individuals appointed by the Board (up to five)
- Branch Representative (as designated by the Branch Council)
- Athlete Representative (as designated by the Athlete Directors)
- Coordinator, Marketing and Events (ex-officio, support)

The Committee may invite other individuals and/or members of the Board of Directors to participate in Committee meetings as necessary. These individuals are not permitted to vote.

### **Awards Procedures**

Each AC award will have its own criteria and eligibility as determined by the Committee.

### **Hall of Fame Procedures**

#### *Eligibility*

Athletes/teams, coaches, and builders (officials, administrators, and volunteers) who have shown outstanding excellence in the sport of Athletics are eligible for induction into the Hall of Fame. Nominees must have held Canadian citizenship or Canadian residency at some point in their careers. Deceased athletes, coaches, and builders are eligible for induction in the 'In Memoriam' category.

In general, nominees must have made a significant contribution to the growth and development of the sport and demonstrated their dedication to the highest ideals of competition. Specifically:

- Athlete nominees must have achieved significant success in international competition. Athletes may be nominated as individuals or as members of a relay team. Athletes must be retired from international competition for a minimum of three years at the time of their nomination.
- Coach nominees must have achieved significant success in international or national competition over a sustained period. Coaches may be active or inactive at the time of their nomination.
- Builder nominees must have made a significant contribution to the development of the sport over a sustained period. Builders may be active or inactive at the time of their nomination.
- In Memoriam nominees may be former athletes, coaches, or builders. In Memoriam nominees must be deceased.

### *Nomination*

The Committee will actively seek nominations, and will accept nominations from a Club Associate, Individual Associate, or Affiliated Associate. Groups may submit nominations in any category.

Nominations should describe the following:

- The significance and scope of the nominee's achievements
- The nominee's dedication to the sport
- The consistency of the nominee's contribution to the sport of athletics
- The personal qualities of the nominee – demonstrated on and off the field - that reflect the values of Athletics Canada

The nomination package should be limited to three pages of documentation. Following the receipt of nominations, the Committee may solicit additional nominations in the event that there are no nominations for a particular category, none of the nominees meet the general guidelines for induction, or special circumstances exist whereby an individual should be considered even if he or she was not nominated.

Nominees are eligible for induction for a three-year period after being nominated. If the nominee is not inducted in the three-year period, they may be nominated again for induction after four years have passed.

### *Selection*

The Committee will evaluate nominations on the basis of the four criteria outlined above, as well as the Committee's discretion. The Committee will vote on the induction of each nominee and a 2/3<sup>rd</sup> majority vote indicates the Committee's approval for that nominee.

Annually, a maximum of five Athlete nominees, one Coach nominee, one Builder nominee, and three individuals in the 'In Memoriam' category will be inducted into the Hall of Fame.

### **Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

### **Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

**Reporting**

The Chair will provide status reports to the Board semi-annually at a meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## **Operational Committee – National Team – Terms of Reference**

### **Mandate**

The purpose of the National Team Committee is to design, deliver, implement and evaluate National Team Policies to fulfill Athletics Canada's high performance goals and objectives, in a transparent and accountable manner.

### **Key Duties**

The Committee will, under the authority delegated to it by the Athletics Canada (AC) Board, be responsible for overseeing all National Team matters and will specifically:

- Evaluate national team policies
- Develop, recommend, and implement athlete and coach selection criteria
- Develop Athlete Assistance Program criteria and make recommendations
- Perform such additional duties as may be delegated to the Committee by the Board

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

### **Composition**

The composition of the Committee will reflect whether the selection being considered is Para or able-bodied, and will include:

- CEO or designate (Chair)
- CTO or equivalent
- AC Technical Staff (one, appointed by the CEO in consultation with the CTO or equivalent)
- Event Area Experts – (two – appointed by the CEO in consultation with the CTO or equivalent)
- Branch Representatives – two designated by Branch Council
- Athlete Representatives (two, to include one Para athlete when a Para selection issue is being considered), as designated by the Athlete Directors)

There are no term limits for members of the Committee.

The Chair may invite other individuals, including technical experts, to participate in Committee meetings as necessary. These individuals are not permitted to vote, and must absent themselves while vote(s) are in progress. Individual experts are limited to providing technical advice, and are not to comment on particular athletes or coaches.

### **Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

Given the nature of the work of this Committee, members must be particularly mindful of actual or perceived conflicts of interest. When a conflict of interest is declared:

- The member may speak only to the principle(s) underlying a decision, not to the particulars, and
- The member must be replaced by a person without a conflict of interest from a standby list appointed from that member's constituency.

A quorum for the Committee is five voting members, which must include at least one AC Technical staff or Event Coach, at least two Athlete Representatives (one male and one female, to include a Para Athlete Representative for Para-related meetings), and at least one Branch Representative.

**Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

**Reporting**

The Chair will provide status reports to the Board semi-annually at a meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## Operational Committee – Officials – Terms of Reference

### **Mandate**

The purpose of the Officials Committee is to design, coordinate, and evaluate programs to develop and improve the performance of athletics officials.

### **Key Duties**

The Committee will, under the authority delegated to it by Athletics Canada (AC) staff, be responsible for overseeing all officials matters and will specifically:

- Assess the needs of AC officials and develop strategies to meet those needs
- Provide formal and informal educational training opportunities
- Review, evaluate and monitor existing officials programs
- Assist with identifying and recruiting new officials
- Develop and maintain an incentives system for officials
- Ensure adequate numbers of quality officials to meet AC's needs
- Determine, recommend, and monitor certification criteria
- Promote and support AC officials interested in officiating international events
- Perform such additional duties as may be delegated to the Committee by AC Board

### **Authority**

The Committee will exercise its authority as set out in this Terms of Reference, and will do so with the full support of the Board, management, and staff.

### **Composition**

The composition of the Committee will be:

- Chief Executive Officer or designate (Chair)
- Technical Director
- Active Officials (up to three, appointed by the CEO)
- Branch Representatives (up to three, as designated by Branch Council)
- Athlete Representative (as designated by the Athlete Directors)
- Athletics Canada staff (ex-officio, support, appointed by the CEO)

There are no term limits for members of the Committee.

The Committee may invite other individuals and/or members of the Board of Directors to participate in Committee meetings as necessary. These individuals are not permitted to vote.

### **Meetings**

The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.

### **Resources**

The Committee will receive the necessary financial and administrative resources from AC to fulfill its mandate.

### **Reporting**

The Chair will provide status reports to the Board semi-annually at a meeting of the Board, and will report to the Members at the Annual Meeting.

**Review**

These Terms of Reference were approved by the Board on May 21, 2015. The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.

## **Competitions Committee - Terms of Reference**

To select the hosts, or the bid to go forward, of national/international championships and events.

### **Composition**

- Chair is the CEO or designate
- Two athlete representatives
- Two Branch representatives
- Two AC staff
- One coach or official to be selected by the Athletes Council

## **Independent Committee - Branch Council - Terms of Reference**

### **Mandate**

The Branch Council is an Independent Committee of Athletics Canada (AC). The Council is responsible for maintaining effective communication between and among Members and AC, and for advising the Board and AC committees on matters of importance most notably to the development of the sport of athletics at the local and provincial level.

### **Key Duties**

The Council will perform the following key duties:

- Appoint one individual of its choosing to the Governance & Nominating Committee, typically the Chair of the Council
- Identify suitable candidates for various committees for appointment by the Board
- Elect representatives to serve on committees, as required
- Review recommendations from Operating Committees and advise the Board and staff on operational implications at the local and provincial level
- Provide input on technical matters, including policies, rules and regulations proposed by staff or committees
- Exchange information and best practices, relay information from the Board or committees, and collaborate on inter-provincial matters
- Provide organized input into plans, policies and programs and, in particular, engage fully in the development of strategic plans in accordance with AC's process and timetable
- Assist with the coordination and implementation of plans, programs and policies within Members.
- Identify Member, club or other stakeholder issues that should be brought to the attention of the Board, committees or staff
- Carry out such additional duties as may be agreed to by the Board and the Council from time to time
- Regularly connect with Members to ensure Member views are being accurately represented

### **Authority**

- The Council is an advisory body and its decisions and recommendations are not binding upon any Member or upon AC
- The Council has authority to carry out its own initiatives to advance its mandate of improving communication and information exchange among Members, provided these initiatives incur no extra expense to AC without prior approval of the Board
- When making decisions and recommendations, the Council will make every effort to do so by way of consensus. In the event a formal vote is required, all Members present in the meeting, either in-person or via teleconference or other electronic means, have one equal vote

### **Composition**

- The Council will be composed of up to two representatives appointed by each Member. Each Member will have the discretion to determine the method of appointment of its representative, and the term to be served. A Member may change or remove its representative from the Council at any time. Each Member will notify the Chair of the Council and AC in writing of the appointment of its representative and of any change of representative
- Representatives to be appointed to the Council must:
  - Be in an employment or volunteer role within their Member;
  - Not be in an employment or Director role with AC;
  - Know AC and Member governance and policy issues;
  - Respond to requests for written input; and
  - Participate in Council meetings.

- The Council will be chaired by a non-staff representative on the Council who will be appointed to be the Chair for a maximum of two years by the members of the Council at the end of the Branch Council Meeting of the Annual Meeting.

### **Meeting**

At its meetings, the Council may authorize the attendance of staff support from Members. The Council will meet at least twice per year in person, and may meet more frequently by means of telephone conference. Meetings will be at the call of the Chair, who will ensure that a meeting is held in the three-week period before an in-person Board meeting so that the Chair may provide input to the Board on Council activities and issues. When possible, the in-person Council meeting will be held at a time that allows the in-person participation of AC Directors and senior staff subject to availability.

### **Resources**

- Members of the Council are responsible for covering their own costs of participation, though in-person meetings of the Council will typically be held concurrent with in-person meetings of AC
- The Council is not allocated a formal annual budget by the Board, though AC will cover its portion of costs for those initiatives mutually agreed to between the Council and AC
- The cost of direct administrative support from AC staff and travel arrangements for any meetings will be arranged exclusively by AC staff in accordance with AC policy

### **Reporting**

The Council will maintain minutes of its meetings and will submit its minutes to the Board and the National Office on a timely basis. The Council will report to the Members, in writing, after each meeting of the Members.

### **Review**

These Terms of Reference were approved by the Council and the Board on May 21, 2015. Both parties will review these Terms of Reference on a regular basis, with input from other stakeholders as required, and may submit proposed changes for approval by the other party, provided any changes remain consistent with the mandate and powers of the Council.