

## Minutes of the Board of Directors Meeting September 22, 2012

10:00 am  
Don Valley Suite Hotel  
Wynford Drive, Toronto

**Present:** Bill Stephens (Chair), Lisa Ferdinand (Vice-Chair), Suzanne Leroux, John Craig (staff), Sue Wise (staff), Leslie Estwick, Harry Stantsos, Kayla Cornale (staff)

**Absent:** Stuart Smith

**Regrets:** Anthony Biggar (staff), Roman Olszewski (staff)

### Agenda:

1. **Welcome:** Bill thanked everyone for coming and noted that, as usual, the length of the agenda would prove to be a challenge. He also thanked the Technical Committee for its work this morning. He further noted that the Athletics Ontario Awards Dinner and Hall of Fame Banquet were scheduled for the afternoon and that some set-up work was still required.

2. **Motion to Accept the Minutes of the May 12, 2012 Board of Directors Meeting:**

**Stantsos and Leroux**

**Carried**

3. **Business Arising:**

- Leslie asked John to check the budget and see how much the Association currently spends on technology. She may be able to assist with some cost savings.
- There was consensus that Roman's proposed formula for dispersing funds for self-funded national teams needs to be re-introduced and discussed again before the Association starts distributing these funds.

**ACTION:** Sue will head up a committee, made up of staff, Board members and outside volunteers to discuss this item and make a new recommendation to the Board. Harry Stantsos will sit on the Committee and Tony Sharpe will be asked to join as well. Communication will be through email and telephone calls so this is addressed in the immediate future.

**ACTION:** Once a proposal has been accepted by the Board, Anthony will get it up on our website quickly to help provide accurate and timely information.

- Financial Reports – Lisa will work with Wendy to develop future financial report formats.

4. **Approval of Agenda:** Some items will be introduced and considered under 'New Business'.

**Motion to Approve the Agenda:**

**Estwick and Stantsos**

**Carried**

5. **Staff Health, Safety and Wellness:** John reported on staff health.

6. **New Staff Member Introduction:** John introduced Kayla Cornale, new Para-Athletics Coordinator and welcomed her to the staff. Kayla is a graduate of Stanford University with a masters degree in linguistics. She has a silver medal from the NCAA rowing championships, and counts basketball as her first sport. Kayla's position will last two and a half years and she will be responsible for helping to merge programs for athletes with a disability into the mainstream programming of Athletics Ontario.
7. **Budget/Government Funding:** John presented and discussed the audited statements from Fiscal Year 2011-2012. He noted that the Association had a revenue surplus of just over \$7,000 for the year. He further discussed the Base Grant received from the government for the next three years, possible reasons for the decline in funding, the long term outlook, and the need for the Association to turn its attention to membership issues and LTAD if it expects to increase funding to former levels.
8. **Toronto International Track and Field Games:** John discussed the 2012 version of the Toronto International Track and Field Games, outlining improvements made over the meet in 2011 and areas that still need to be addressed. He made a short presentation about the Games, showing publicity earned, the success of the "Finding Ontario's Fastest Boy and Girl" projects, important partnerships and the advertising campaign.

John also discussed the budget of the meet, sources of revenue, the outlook for new revenue in the future, the budget for the past two years of the Games, Government funding, relationships with partners including the University of Toronto, and the way forward in terms of both the Games and the Association's revenue streams.

John then proposed that, in order to ensure the viability of the Games, which represent the Association's best hope for sustainable revenue in the future, a marketer and manager of some specific projects be hired for several months in order to ensure a strong Games in 2013 and some new and viable corporate partners.

**Motion:** to hire Brian Levine as our Marketing Manager for the Games for \$30,000 for the next six months.

**Stantsos and Leroux**

**Defeated**

**Motion:** to hire Brian Levine Marketing Manager for the Games for \$36,000 for the next six months.

**Ferdinand and Estwick**

**Carried**

**ACTION:** John to offer a contract to a Marketing Manager on the above terms provided the position is filled by someone who will work full time and exclusively on behalf of Athletics Ontario.

9. **Para-Athletics Report:** Kayla provided a power-point presentation on the new Para-Athletics program that she will be piloting. She gave an overview of the significant goals and objectives,

spoke of the Strategic Planning meeting held September 14-16, discussed some of the challenges and the feedback received from the community to date, and explained the budget and specific line items.

10. **High Performance Management Program:** Sue gave an update on the program – and its relationship to OHPSI funding - and advised that HPMP Part II has started. Peter Davies, project manager, thinks Athletics Ontario is doing a good job and that we are on the right path. Sue mentioned that the hub system, first proposed at the OHPSI meetings in the spring of 2012, was not funded and not aligned with Athletics Canada's high performance plans so we are moving in a new direction by aligning with the AC plan. Talks to further develop the program with Athletics Canada are scheduled for later in September.

Sue further reported that there will be a component of High Performance talent identification in the future.

John mentioned that, as part of the HPMP, he and Sue would work on a Club Excellence program which would include minimum standards for clubs and, likely, a ranking or rating system.

11. **AC SAGM:** John advised that the Athletics Canada Semi-Annual General Meeting will take place in Ottawa beginning in October 31 and it will be staged in conjunction with the National Jumps Conference. John asked Leslie if she would once again be part of the planning sessions but Leslie advised that Branch representation was not included for these meetings.
12. **Mileage for Officials:** John asked if the concerns over establishing reasonable mileage measurements for officials to attend meets had been resolved and also asked about payment of mileage and other expenses on a timely basis.

Lisa advised that there is a process in place and that officials are aware now of what that is. Lisa has presented a standardized policy on how mileage is calculated. There are now guidelines in place and those with extenuating circumstances can speak to Lisa. Lisa will present this at the Officials' Executive Committee and slot it into the policy document.

13. **Strategic Planning and Staff:** John suggested that more strategic planning for the association should be undertaken in the spring of 2013 or earlier and that that planning should be considered when new job descriptions and office realignment takes place.

Staff members were asked to leave the meeting so the Directors could talk in confidence about issues related to staff realignment and job descriptions.

**ACTION:** John to give Leslie a copy of employment contracts, current employment records, terms of reference, who is getting benefits, org chart etc. with respect to office staff. While John noted a number of priorities and deadline sensitive items due in the next week, John agreed to try to get this information to Leslie by Friday, September 28, 2012.

14. **Technical Committee Report:**

There was discussion of the recommendations of the Technical Committee with respect to Championship dates for 2013. Leslie emailed the proposed dates to the office. Juniors are with BMJs as well outdoors.

Please see Appendix 'A' for full schedule.

**Motion to Accept: Leroux and Stantsos**

**Carried**

15. **AO Registration Deadline:** Concerns were raised over the deadline for meet registration and irregularities that were experienced with respect to the enforcement of AO meet rules and regulations. We need to either change the meet policies or stick with our existing policies.

**ACTION:** Roman and Suzanne will take this item back to the Technical Committee for review and recommendation.

16. **AO Championships P&P:** The AO Technical Delegate needs to remind meet directors that they need to give out medals.

17. **Sanction Policy – Approved vs. Sanctioned:** This item was tabled.

18. **Large Club Fee Structure – Bulk Payment Proposal:** Leslie sent a proposal earlier in the week suggesting that large clubs be provided with a facility to upload and register large files of athletes and pay a single fee to facilitate quick registration and reduce labour on the club's behalf. Her suggestion was that such a program could result in increased fees and membership to the Association since clubs would be pleased to use this program and reduce the drain on human resources.

With a new registration system coming in January and some options for this type of file download already at hand, the item was tabled until Leslie can speak with Andrew Cameron at Athletics Canada to see how this might work.

19. **Co-Hosting Report:** The Board was presented with a revised AO Championships co-hosting plan for 2013. The plan was proposed for use at the five major AO meets in 2013. There was also a recommendation that meet reports should be circulated to Board members.

**Motion:** To adopt the new Co-hosting plan for the five meets mentioned above.

**Leroux and Ferdinand**

**Carried**

20. **Motion by the Ottawa Lions:** There was discussion of a motion presented by the Ottawa Lions with respect to AO Championship entry fees, how it came about and what the implications are.

The motion was tabled.

**ACTION:** John to ask the Ottawa Lions to present the motion to the membership at the AGM.

**21. New Business:**

Four items to be discussed under New Business were tabled because there was insufficient time to consider them during the meeting. A conference call will be scheduled for the week of September 24-28 to hear and discuss these items.

**ACTION:** Anthony to schedule meeting as above.

The meeting was recessed until such time as it could re-convene: 2:05 pm

The meeting was reconvened at 7:04 pm on Wednesday, September 26, 2012 by Conference Call.

**Present:** John Craig (staff), Anthony Biggar (staff), Lisa Ferdinand, Leslie Estwick, Bill Stephens (Chair), Kayla Cornale (staff)

**Regrets:** Stuart Smith, Harry Stantsos, Suzanne Leroux

**New Business (continued):**

**2012 Strategic Action Plan #6 - Progress Report** (see attachment # 1): Lisa spoke about the Strategic Plan formulated in the spring of 2012 and, in keeping with that plan, she suggested the creation of a new Board position of Marketing and Promotions Director. If the Board decides to create this new position a number of things need to be done including a redefining of the current Marketing and Membership Director's role and the drafting of some changes to the By-laws. This will require approval at the 2012 AGM. There was also some discussion about adding some Directors at Large positions to provide more qualified assistance for some of the tasks that befall the current Directors.

**ACTION:** Athletics Ontario is to form a standing Governance Committee to draft new by-laws and ask for a review by AO legal counsel.

**Motion:** to establish a Governance Committee to be a standing committee of the Association and to draft new by-laws for presentation at the AGM in November 2012. These new bylaws should make sure AO is compliant with new provincial and national legislation with respect to not-for-profit associations. The Committee will include at least Leslie, Lisa and Bill.

**Ferdinand and Estwick**

**Carried**

Lisa and John both suggested that two new Director's positions be added to those currently on the Board. The Governance Committee will make a final determination in this regard.

Lisa also presented a job description for the new position. (see attachment # 2)

**AO Equity and Access Policy – Draft:** Lisa presented a document outlining what members can expect from AO in terms of equal and fair treatment. (see attachment # 3)

**AO Executive Meetings - Procedural Recommendations:** Lisa outlined recommendations for greater standardization of Board meetings, suggesting the Directors have fiduciary responsibilities and they need to be duly informed in advance of important issues so that there can be informed discussions. She re-enforced the need to have information and supporting documents circulated prior to the meetings so that there is time for consideration.

Reports from staff and directors should be part of the regular agenda and presented in a consistent manner.

The Directors agreed with these recommendations by consensus. (see attachment # 4)

**ACTION:** Anthony is to adopt these recommendations as part of the scheduling of all future Board Meeting.

**Nominations Committee:** Suzanne has agreed to be the Chair of the Nominations Committee.

**AO AGM:** Anthony asked for ideas on scheduled information meetings/clinics prior to the AGM in order to provide information and get input on programming. The Director's agreed to host a Fixtures meeting and asked Kayla to also host a meeting on Para-Athletics.

**Action:** John to determine and communicate the status of our program to revise some of our governance and policy documents.

**Adjournment:** 8:11 p.m.

## Appendix A

2013 Ontario Championships and Trials DRAFT – September 13, 2012

### Indoor

Dec. 1	York Xmas Open	York U
Dec.	International Youth Challenge	York U
Jan. 5	Sharon Anderson Invitational	UofT
Jan. 11-12	CAN-AM	Windsor
Jan. 18-19	Fred Foot Pentathlon	UofT
Jan. 19	Don Wright	London
Jan. 25	McGill Team Challenge	Montreal
Jan. 27	Athletics Ontario Prep Meet #1	add combined events (all age)
Jan. 28?	RCL Provincials	sat 26th
Feb. 2	York University Open	York U
Feb. 2	ON vs QC Youth	Montreal tent legion meet? Or Jan 26th
Feb. 3	Athletics Ontario Prep Meet #2 X	
Feb. 9-10	Ontario Bantam-Midget-Junior	prep meet 2
Feb. 9	Windsor Team Challenge	Windsor
Feb. 15	Hal Brown Last Chance	UofT
Feb. 16-17	Ontario Youth-Senior	
Feb. 16	ON vs QC Midget & Junior	

Feb. 22-23	OCAA Chps.	TBA
March 2-3	Ontario Combined Events, Relays	BMJ
March 7-9	CIS Chps.	Edmonton
Mar 23 –	relay meet/allcomers – fld only	

### Outdoor

May	Ontario 10,000m Track Race	
May	Ontario 10km Road Walk	
May ?	Ontario Combined Events	remove
May 25-26	Ottawa HP meet	+ sr comb event
June 6-8	Ontario High Schools (ofsa) Championships	Oshawa
June 15-16?	National Standards Meet and Canada Games Trials	+ BMY comb event
June 24	Deadline for Canada Games Athlete Nominations	
June <del>26-28</del> 20-23	National Senior Championships	Moncton, NB
Jun 29-30	Canada games trials & jr/sr comb events	
July 6-7?	RCL Provincials	Sudbury
July 10-14	IAAF World Youth Championships	Donetsk, UKR
July 10-22	FISU Games	Kazan, RUS
July 12-14	National Junior Championships	Sainte-Therese, QC
July 20-21	Ontario Junior-Senior	
July 27-28	Ontario Bantam-Midget-Youth	move to Aug 2-4
August 2-4	Pan Am Juniors	Lima, PER
August 9-11	National/RCL Youth Championships	Langley, BC
August 10-18	IAAF World Championships	Moscow, RUS
August 11-18	Canada Summer Games	Sherbrooke, QC
September	Francophonie Games	
September ?	Ontario 20km Walk Championships	
November 10?	Ontario Cross Country Championships	

## Attachments

### Attachment # 1

#### Athletics Ontario 2012 Strategic Action Plan # 6 – Marketing and Communication PROGRESS REPORT

During the February 11, 2012 Athletics Ontario Strategic Planning Sessions, six (6) key strategic areas were discussed and the top goals in each area itemized in a 2012 Action Plan. Specific action tasks, responsible individuals, time line and measurable outcomes were agreed upon.

Under the **Marketing and Communications** goal area, the Board agreed to establish a Board position, Director of Marketing and Promotions to increase the marketing and sponsorship programs of AO with the goal of securing the necessary finances to fund current programs gaps. In order to achieve this outcome the following tasks were identified:

1. Examine by-laws

2. Develop job description for the Marketing & Promotions Director
3. Contact Toronto's Maytree Foundation's Diversity on Board program, Board Match and Volunteer Toronto/Ottawa to post the job description
4. Screen, recruit, orient new Board member
5. Assist in identification of members for Marketing, Publicity & Promotions Committee
6. Marketing Committee develops marketing plan, identifying AO properties that can be marketed

**PROGRESS AS AT SEPTEMBER 20, 2012:**

1. By-laws have been reviewed and several issues will need to be clarified and/or resolved before this strategic goal can be completed:
  - a) The AO By-laws state that the "affairs of the Association shall be managed by a Board of not more than six (6) Directors each of whom... shall be a Representative of the Association." Amendments to several areas in the By-laws will need to occur in order to create a marketing and promotions portfolio.
  - b) Directors with designated portfolios are elected by the membership. As the Board is seeking to recruit and appoint an individual, this individual will need to stand for election at the AGM.
  - c) The current portfolio for the Director of Marketing and Membership includes co-ordination of all marketing, communications and membership matters. This portfolio will need to be redefined in order to move over the marketing and communications oversight to the new marketing and promotions portfolio.
  - d) While the Board may vote to create the new Board seat, redefine the portfolio of the Director of Marketing and Communications, and in doing do also amend the By-laws, the Board must seek approval from the membership to do so.
2. A job description for the Marketing & Promotions Director has been developed and is attached for review and comments.
3. The Toronto's Maytree Foundation's Diversity on Board program, Board Match and Volunteer Toronto/Ottawa have been contact with respect to posting the job description. Posting with any of these groups will require the creation of a membership, with fee between \$100 and \$250.

Items 4-6 are on hold until direction and approval to proceed is received.



## **Attachment # 2**

### **Board of Directors - Marketing & Promotions Volunteer Position Description**

Athletics Ontario, a not-for-profit sport governing body for athletics (track and field, road running, cross country and race walking) for the province of Ontario, is currently seeking a volunteer interested in joining our Board of Directors to oversee the marketing and promotions portfolio. The successful individual would be instrumental in promoting our public image, looking for more community support to help us reach our goals, and finding ways to market the delivery of programs and competitions in athletics.

**Title:** Director of Marketing and Promotions

**Reports to:** Board of Directors and Chair

#### **Specific Responsibilities**

Director of Marketing and Promotions is responsible for:

- providing leadership and oversight to the development and implementation of publicity and information materials that meets the financial and marketing needs of the organization; and marketing strategies that support the organization 's programs and initiatives;
- providing the Board monthly reports on the Marketing & Promotions progress, plans and challenges;
- development and periodic review of a yearly action plan based on the association's strategic plan;
- working collaboratively with other Directors and committees to support the mission;
- overseeing the Website Plan updates and new initiatives;
- attending monthly Board meetings and Executive sessions, annual general meetings and as needed committees meetings;
- chairing the Marketing, Publicity & Promotions Committee

#### **Qualifications**

- High interest and energy to support AO's mission
- Time to commit to the Board work and committee work
- Ability to collaborate and to provide leadership and oversight
- Experience in non-profit work desirable
- Marketing, Promotions, Public Relations experience
- Ability to develop networking
- Creative ideas and strategic planning
- Able to embrace challenge

#### **Term of office**

The term of office will begin when a candidate has been selected and voted onto the Board by the Board of Directors. The term of office is for two years and can be renewed.

Estimated volunteer hours per month - 25

## **Attachment # 3**

### **ATHLETICS ONTARIO EQUITY AND ACCESS POLICY**

Athletics Ontario (AO) is committed to developing and promoting opportunities for every individual, within its community, to reach his or her maximum potential in the sport.

As a member of the Athletics Ontario community, all individuals can expect to be treated with equity and provided access to AO programs.

AO is committed to providing and ensuring exceptional delivery of programs and competitions in athletics. In addition, the Association is focused on fostering a work environment for staff and volunteers that provides equitable opportunities, while maintaining respect and providing fair treatment of all members of the AO community.

This policy recognizes that the diversity of our membership, volunteers and staff is a source of strength. The differing backgrounds, skill sets, culture, gender, language and talents of our members help us in meeting our goals as an organization.

#### **PURPOSE**

Equity is the belief and the practice of treating individuals in ways that are fair, equal and just, regardless of their gender, race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sexual orientation, disability, age, marital status, family status...

#### **APPLICATION**

Individuals within the Athletics Ontario community can expect an equitable range of opportunities within which to participate and lead athletics in Ontario.

Any employee, volunteer, official, board member, athlete, parent, members of committees, applicants for employment and associate clubs within Athletics Ontario is invited to appeal decisions of AO [needs to be better defined] if, in their belief, the decision does not reflect equity. This appeal is to follow the appeals policy and process outlined in the AO governance documents.

#### **LIMITATIONS**

Members of Athletics Ontario can expect that the organization shall in no way solicit nor accept sponsorship from companies which discriminate against persons by gender, race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sexual orientation, disability, age, marital status, family status...

## Attachment # 4

### ATHLETICS ONTARIO BOARD OF DIRECTORS MEETINGS PROCEDURAL RECOMMENDATIONS September 22, 2012

As Directors we are responsible to act cautiously and try to anticipate the consequences of our decisions and actions before they are undertaken. Being well-informed about the activities and finances of Athletics Ontario will provide an atmosphere for Directors to act prudently and in the best interest of the organization.

In order to improve the efficiency and effectiveness of the Board of Director Meetings, the following recommendations are provided for consideration.

The Board of Directors should consider:

1. Creating a Calendar of Events/Meetings which would be reviewed and revised at each board meeting. This document should contain regular board meeting, committee meetings, conferences, etc. and serve as a planning tool [years in advance, if possible] to ensure that board members can adequately plan and prepare for their participation on the board.
2. Requiring that all agenda items for discussion and/or approval be supported with meeting materials so that board members can come prepared for discussions. In addition, these meeting materials should be submitted to staff for inclusion in the Board meeting package for distribution prior to the board meeting. An adequate lead time for submissions will need to be agreed upon by the Board.
3. Developing a template for the board agenda, which includes, but is not limited to the following standing items:
  - a. Carried forward action items from prior meetings
  - b. Report from the Chair
  - c. Managing Director Report
  - d. Updates from the Vice-Chair [on current activities]
  - e. Director of General Operations – Update
  - f. Director of Technical Development – Update
  - g. Director of Marketing and Membership – Update
  - h. Director of Athlete/Coach Development – Update

The purpose is to bring all board members up-to-date on all AO activities on a regular basis and ensure that the Board is moving forward in meeting its strategic goals within the agreed upon timelines.

