



2019 ANNUAL GENERAL MEETING BOARD REPORT – NOVEMBER 17, 2019

Board Meetings (6 Official Meetings):

1. December 09, 2018 – Included Board Orientation and Election of Executive Officers
2. January 30, 2019
3. April 27, 2019
4. July 24, 2019
5. October 23, 2019
6. November 06, 2019

Board Members & Meeting Attendance:

Sarah Boyle, Vice Chair	(5/6)
Jason Bunston	(6/6)
Nicole Clarke	(2/6) – Resigned Mid-Year
Scott Currier, Treasurer	(4/6)
Petrina Dolby	(6/6)
Lisa Ferdinand	(5/6)
Dean Hustwick, Chair	(6/6)
Brian McClelland, Secretary	(6/6)
John Stevenson	(5/6)
Paul Osland, Chief Executive Officer (Ex-officio)	(6/6)

Summary of Activities and Accomplishments

The Board began the year with a comprehensive training session by an industry leader on good governance, reinforcing the Association's commitment to governance best practices and skills-based decision-making.

The Board then quickly shifted into business mode by developing new Strategic and Operational Plans to grow the sport, strengthen the organization's foundation and better position both for long-term success. The 2018-21 Strategic Plan emphasizes four fundamental pillars: Sport Development, Participation, Competition and Infrastructure.

During the first half of the year, the Board and staff focused on reinforcing the organization's core operations and capacity by:

- Adjusting the accounting and financial reporting tools to better reflect actual program spending and to enhance financial accountability;

- Implementing changes to championship policies and procedures to better deliver exciting atmospheres and competitive environments for our athletes, coaches, and spectators.
- Refining Board Committees to continue to transition the Board from an operational to a strategic body;
- Establishing new policies on Financial Reserves and Investment to fortify the organization's financial planning and operations;
- Developing new programs for staff incentives and retirement savings to invest in our staff, improve competitiveness of the organization in the employment market and reduce staff turnover; and
- Creating a more comprehensive risk registry to allow the organization to mitigate more effectively potential threats that could undermine the short- and long-term operations of the organization.

During the second half of the year, the Board and staff collaborated on several additional key strategic initiatives:

- A new Membership Model and fee structure to improve participation and significantly grow membership in the years ahead;
- New draft policies and procedures related to dispute resolution and harassment to support Safe Sport and to encourage enhanced leadership, sportsmanship, dignity, fairness and respect;
- Board Nominations to ensure the organization maintains effective oversight and decision-making.

In addition to this work, hundreds of hours of Board, board member, staff and volunteer time were consumed this year coordinating, reviewing, investigating and resolving member complaints related to incidents and harassment. The growth in the number and severity of complaints is very troubling from both an ethical and resource perspectives. However, Athletics Ontario is absolutely committed to establishing a culture and operating environment that promotes all of the positive opportunities and benefits of sport and to address as quickly as possible behaviours that conflict with this goal.

AO Board Committees (Executive, Finance, Governance, Human Resources, Risk Management and Quest for Gold) were reviewed and changes made to ensure each committee was functioning adequately:

- The Executive Committee is comprised of the elected Board Officers (Chair, Vice Chair, Secretary and Treasurer) and meets between Board meetings to decide on any matters required. All decisions of this Committee are ratified at the next scheduled meeting of the Board. The Executive the Executive Committee did not meet in 2019 as there were no items of an urgent matter that could not be dealt with through a formal meeting of the Board of Directors.
- The Finance Committee met 6 times to review the Audited Financial Statements from 2018, the 2019 Quarterly Reports and the proposed 2020 Budget.
- The Governance Committee is made up of the Chair (ex-officio) and three Board members. The Committee met once in 2019 to discuss Board nominations.

- The HR Committee is comprised of the Chair (ex-officio), a Board member, the CEO and two independent members. The Committee met twice in 2019 to discuss personnel matters.

Respectfully Submitted,

Dean A. Hustwick
President and Chair of the Board of Directors