



RA BOARD OF DIRECTORS – 2024 ELECTIONS

CANDIDATE INFORMATION KIT

Thank you for your interest in becoming a Director of the RA. **The Board elections nomination period will take place from March 11, 2024 to March 25, 2024. The balloting period will take place from April 3, 2024 to April 17, 2024.**

The RA appreciates your interest in running for the Association’s Board of Directors. At the same time, we recognize that you may have questions on the election process as you prepare your application. Please do not hesitate to contact Anne Paliwal by e-mail at apaliwal@racentre.com should you have any questions about the information enclosed in this Candidate Information Kit. Anne will get back to you quickly.

RA members must have been members in good standing as of December 1, 2023 in order to be a candidate for the Board of Directors or to nominate/second a candidate as per RA By-Law article 3.2.

In the event that you would like to learn more about what it means to be an RA Board member, please plan to attend an Information Session on the Role of the Board on February 27, 2024 at 6 pm. All interested members are asked to pre-register and confirm their attendance by completing this [on-line form](#).

This kit contains the Official Nomination form, provides information about the nomination process, candidate eligibility criteria and the RA Election Campaign Policy. It also includes a list and description of the skills and experiences which have been identified as valuable to the RA as a whole. More information on the RA is available at www.racentre.com.

Pursuant to RA By-law 5.2.1, the RA Board of Directors appoints a three-person Nominations and Elections Committee (NEC) before every election. The NEC members must be RA voting members in good standing who are not members of the Board and are not standing for election to the Board.

For the 2024 election, the NEC consists of Diana Monnet, Ferdy Doreleyers and the committee Chair, Lee McCormack.

The Committee is guided by a mandate provided by the Board of Directors but operates independently of any other Board direction. A key task of the NEC is to provide accurate and timely information to members on the 2024 election process. The underlying aim is to encourage a sufficient number of qualified candidates to put their names forward in order to support the renewal and effective operation of the RA Board.

The Board of Directors has tasked the NEC to:

- Oversee the Board election process as set out in the RA By- Laws;
- Verify that all candidates meet the basic Eligibility Requirements set out in this document;
- Communicate priority skills and experience that the Board would like to see strengthened (see Director Qualifications);
- Ensure that members are kept fully informed throughout the electoral process.

All of us at the RA appreciate your interest in serving on the RA Board of Directors.

Lee McCormack
Chair, Nominations and Elections Committee

Table of Contents

Important Information	2
Director Expectations	2
Role of the Nominations and Elections Committee	2
Board Candidate Eligibility Requirements	3
Director Qualifications	3
Key Dates	3
Election Campaign Policy	4
Instructions	5
 Appendix A Official Nomination Form	
 Appendix B RA Board Experience & Skills Checklist	

IMPORTANT INFORMATION FOR BOARD CANDIDATES IN THE 2024 ELECTION

Positions Available

This year, members will be electing candidates to fill ten (10) positions, with either a two-year or four-year term.

Board Structure and Process

The RA Board of Directors is composed of up to seventeen (17) members. Regular Board meetings are held on the last Wednesday of each month (either in-person or virtually) except for December, July and August. In-person meetings are held at the RA main facility on Riverside Drive, Ottawa.

Every year, the Board establishes a number of committees to carry on Board business. It is expected that each Board member will participate in one or two committees.

Time Commitment

Each Director is expected to prepare for and attend Board and Committee meetings.

- Regular Board meetings: start at 18h and last between 1.5 and 3 hours;
- Preparation for Board meetings: reading Board package, 1 or 2 hours per meeting;
- Committee Meetings: each committee sets its agenda and frequency of meetings. On average there will be one committee meeting per month;
- Board retreats and planning sessions: normally held on a Saturday from 9h to 16h;
- Directors are also expected to attend information and training sessions as required.

Remuneration

Directors shall not be remunerated for their work for the Association.

DIRECTOR EXPECTATIONS

In fulfilling its fiduciary and duty of care responsibilities on behalf of the members, the Board of Directors provides oversight, due diligence, and strategic direction. Directors shall act in the best interest of the RA as a whole, and independently of any particular interest arising as a result of any previous, existing or future relationship with the RA, its members, or suppliers. Board members operate “as a team” at the Board level and “speak with one voice” once a full discussion has occurred and a decision has been made by the Board in accordance with its governance policies.

THE ROLE OF THE NOMINATIONS AND ELECTIONS COMMITTEE

The NEC will place eligible candidates on the ballot. In order to implement this aspect of its mandate, the Committee will consider each candidate’s resume according to the four (4) priority areas of experience and skill sets as well as the entire set of 17 (see Appendix B). As well, the committee may conduct interviews with candidates as required. It will also request that each candidate provide 1 reference in addition to the two nominators of the individual. In addition, the NEC will review the social media presence of all candidates. It is **not** the role of the Committee to recommend for election any candidate.

BOARD CANDIDATE ELIGIBILITY REQUIREMENTS

To serve as a Director of the RA, you must:

- be a member in good standing of the Association since December 1, 2023;
- be at least eighteen (18) years of age;
- be a resident of Canada;
- declare any conflict of interest that would result in an inability to fulfill the responsibilities of a Director of the RA;
- not have a social media presence or public profile that is inconsistent with the brand, image, values or the code of conduct of the Association;
- not be an employee of the Association;
- acknowledge the requirement to resign from an RA Club Council should you be elected;
- not be a person who has been found under the Substitute Decisions Act, 1992 or under the Mental Health Act to be incapable of managing property;
- not be a person who has been found to be incapable by any court in Canada or elsewhere;
- not be a person who has the status of bankrupt; and
- submit a Level 2 - Criminal Record & Judicial Matters Check (current within the last 12 months).

Contact Anne Paliwal for additional details apaliwal@racentre.com.

DIRECTOR QUALIFICATIONS

The RA is seeking individuals who are first and foremost interested in furthering the mission of the Association and who have the time available to do so. The RA Board has also approved a statement of a number of areas of experience and skills that are important for the Board to effectively carry out its roles and responsibilities. **No single person is expected to possess all of these attributes.** The objective is to ensure to the extent possible that **the Board as a whole possesses the desired skills and experience.**

As well, diversity is an important goal for the RA as it strives to engage broadly in our community. We welcome candidates from racialized groups, invisible minorities, Indigenous Peoples, women, persons with disabilities and persons who identify as 2SLGBTQ+.

Four (4) areas of experience and skills have been identified as priorities to be strengthened in the short term, ideally through the Board elections that will take place in early 2024. The four are:

- Legal
- Finance
- Governance/strategic direction setting
- Marketing

A checklist is included in this kit (Appendix B) providing definition to all 17 areas of experience and skill sets. There is also a longer document that provides even greater detail (available upon request from Anne Paliwal by email at apaliwal@racentre.com).

Candidates are encouraged to consider carefully whether and how they can help the RA fill the gaps and strengthen the Board's capacity with respect to the identified priorities in particular. The candidate's resume which is

NOMINATION AND ELECTION PROCESS

KEY DATES:

1. Nomination period: March 11, 2024 to March 25, 2024
2. Deadline to submit the Official Nomination Form and other required material: March 25, 2024 at noon EST
3. Candidates' biographies, contribution statements and photographs are made available to the membership: April 2, 2024
4. Balloting Period: April 3- April 17, 2024 at close of business (or 11h59PM for online voting).
5. Nominations and Elections Committee tabulates the results of the vote: April 18-19, 2024
6. Nominations and Elections Committee informs the successful and unsuccessful candidates: at the latest on April 22-23, 2024
7. Board orientation session to be held after the election takes place and prior to the first Board meeting
8. First Board meeting (to elect incoming president and vice-president): May 29, 2024

submitted along with the nomination forms should provide factual substantiation of the needed skills and experience.

ELECTION CAMPAIGN POLICY

The Board of Directors determines the method and the manner in which candidates are permitted to campaign for election. Non-compliance with the following policy may result in a candidate's disqualification, if the Nominations and Elections Committee so determines.

1.0 CANDIDATE INFORMATION PROVIDED TO MEMBERS

The Nominations and Elections Committee ensures that the following information about each candidate (as detailed in the next section on Instructions) is made available to members:

- 1.1. Photograph
- 1.2. Biography – As submitted by the candidate, according to the requirements outlined in the Board Candidate Information Kit.
- 1.3. Contribution Statement – As submitted by the candidate, according to the requirements outlined in the Board Candidate Information Kit.

2.0 CAMPAIGNING RULES

The Board of Directors believes that the above measures provide the opportunity for candidates to campaign in a fair, open and transparent manner. The use of personal advertising material by candidates running for election to the Board shall not be published in the RA News or on the RA website. In addition, candidates can certainly notify their friends, colleagues, acquaintances and networks of their candidacy but other campaigning activities are strictly prohibited. For more clarity, no candidate shall interfere with the duties or seek assistance to influence the result of the election from any employee of the RA or any member of the Nominations and Elections Committee in connection with the election.

3.0 NON-ADHERENCE TO THE POLICY

Non-adherence to the Election Campaign Policy may result in a candidate's disqualification. If disqualified, within 24 hours, the Nominations and Elections Committee shall give written notice of such disqualification to the candidate and the notice shall specify the reason(s) for the disqualification.

3.1 Impact of Candidate Disqualification

Once a candidate has been disqualified, no vote cast in favour of this candidate shall be counted in the tally of ballots, but the ballots shall not otherwise be deemed to be void.

3.2 Clarification

Candidates who are unsure of the intent of any part of this policy may contact Anne Paliwal to check (apaliwal@racentre.com) for clarification.

3.3 Dispute

Any dispute regarding interpretation, application or alleged violation of these guidelines shall be dealt with by the Nominations and Elections Committee. The decision of the Nominations and Elections Committee shall be final, non-appealable and binding.

4.0 ROLES AND RESPONSIBILITIES

The Board of Directors of the RA reviews this policy prior to every election.

INSTRUCTIONS

Candidates must submit the Official Nomination Form (Appendix A) and a copy of their Resume with sufficient detail to allow the Nominations and Elections Committee to consider their skills and experience. Resumes will not be made public but shared only with the Committee.

In addition to the nominator and seconder please include one additional reference **with contact information** on the Nomination form.

Candidates are also requested to submit a short biography (strict maximum of 300 words), a statement of the contribution they feel they could make to the Board related to the desired skills and experiences as per Appendix B (strict maximum of 300 words), and a personal photograph (1). The photograph and the first 300 words of each of the biography and contribution statement will be made available to all members as part of the Members' Voting information. Please provide the biography and the contribution statement in Microsoft Word or other similar format to facilitate the process.

Each candidate shall provide a personal photograph as per the following specifications.

- In black & white or colour, head and shoulders only
- In JPEG (.jpg) or PDF (.pdf) file format
- Resolution of 300 pixels/inch (12 pixels/mm)

In reviewing the Official Nomination Form, you will note that a Level 2 – Criminal Record and Judicial Matters Check is requested as part of the process. If you have questions on how to arrange for this police check, please contact Anne Paliwal for additional details: apaliwal@racentre.com. **The RA will accept the results of the police check either with the submission of your nomination papers, or thereafter – but prior to accepting to serve as a Director of the Board.**

The deadline for receipt of your Nomination Form, Biography, Contribution Statement and Photograph is March 25, 2024 **at 12:00 noon EST**. This is a firm deadline and there will be no extension and no exception. Your material should be sent via e-mail to apaliwal@racentre.com.

Please advise if these criteria pose a challenge for you. Accommodations can be made.

(1) *By signing the Official Nomination Form, you agree that your biography, contribution statement and photograph will be distributed to members. You also agree that if elected you will serve as a member of the Board of Directors of the RA Centre. Should you be successful in the election process, the NEC will contact you post-election to confirm your willingness to serve.*



RA BOARD OF DIRECTORS – 2024 ELECTION OFFICIAL NOMINATION FORM

Each Board candidacy must be supported by two other members, using this form.

As members of the RA, we are pleased to nominate:

_____ to stand for election to the RA Board of Directors.

(Print candidate's name)

Nominator's Name	Signature of Nominator	RA Member #	Email Address
1.			
2.			

Acceptance of Nomination

I accept this nomination as a candidate for election to the RA Board and agree that I will serve as a Director of the RA Board if elected. *(By signing this form, you declare that you meet the Board Candidate Eligibility Requirements outlined on Page 3 of the Candidate Information Kit. You also agree to respect the requirements of the Election Campaign Policy outlined on Page 4 of the Candidate Information Kit).*

_____ *Signature of Candidate*

_____ *RA Member Number* _____ *Date*

Candidate Information

E-mail address: _____ Tel. (primary): _____ Tel. (secondary): _____

Reference

Name of reference	E-mail address	Tel. (primary)	Tel. (secondary)
1.			

Included with this Nomination Form are the following documents:

- | | |
|---|--|
| <input type="checkbox"/> Personal resume | <input type="checkbox"/> Personal Photograph (as per specifications outlined on page 5 of the Candidate Information Kit) |
| <input type="checkbox"/> Biography (maximum 300 words) | |
| <input type="checkbox"/> Contribution statement (maximum 300 words) | <input type="checkbox"/> Level 2 - Criminal Record & Judicial Matters Check |



RA BOARD OF DIRECTORS – 2024 ELECTION

EXPERIENCE AND SKILLS CHECKLIST

The 17 experience and skill sets listed below are relevant to the Board as a whole.

After several discussions and a formal process of self-evaluation and input from the RA CEO, the Board approved 4 (four) priority experience and skill sets, to be strengthened, ideally in the upcoming election. These 4 priorities are listed below, followed by all of the others.

There is a short description for each skill set/experience category, highlighting key concepts and qualities. The descriptions are not all-encompassing but they can serve as a checklist or tool for interested members, Board candidates and the Nominations and Elections Committee. There is a longer version of this document that provides additional details and is available upon request from Anne Paliwal at apaliwal@racentre.com.

Formal education and accreditation should be noted by candidates when pertinent.

Diversity is a broad and important goal for the RA as it strives to engage broadly in our community. We welcome candidates from racialized groups, invisible minorities, Indigenous Peoples, women, persons with disabilities and persons who identify as 2SLGBTQ+.

A working knowledge of French is always a plus.

THE 4 PRIORITIES FOR 2024:

LEGAL

- Knowledge of laws, regulations impacting NFPs under Ontario law
- Ability to pinpoint potential legal issues or considerations with respect to strategic planning, governance, partnership arrangements, etc. (Note: legal opinions are provided to management and the Board as required, from a corporate source.)
- Accreditation: law degree

FINANCE

- Expertise in accounting, budgeting, forecasting, reporting, internal controls, risk management, and investment practices
- Knowledge of NFP financial rules and regulations
- Oversight and analysis of employee pension plans
- Innovative financing arrangements
- Profession accreditation: CPA

GOVERNANCE/STRATEGIC DIRECTION SETTING

- Knowledge of NFP legislation, regulations, the formulation of by-laws
- Experience as a NFP Board or committee member
- Strategic direction setting
- Principals and structures for oversight, delegation and accountability

MARKETING

- Strategies to create and promote quality services in the community
- Branding
- Market analysis, identification of gaps and opportunities in the market(s)
- Identification of the value of RA services to current and potential stakeholders
- Communications skills

THE OTHER IMPORTANT EXPERIENCE AND SKILL SETS:

ASSET MANAGEMENT/DEVELOPMENT

- Physical infrastructure risk management
- Knowledge of land, building and equipment acquisition, development, utilization, maintenance
- Professional accreditation(s): engineering etc.

COMMUNITY- BUILDING PROJECTS

- Securing support of partners and leaders in significant projects of value to the community
- Expertise in several aspects of major capital projects
- Leveraging of land and other assets in structuring partnerships
- Public, Private Partnerships
- Innovative funding models

COMMUNITY ENGAGEMENT

- Leadership and engagement skills
- Networking with NFPs (Not-For-Profits) and others about strategic goals in areas of sport, recreation, wellness, health services.
- Participation in development of community strategies
- Engaging target populations such as youth, persons with disabilities, Indigenous Canadians, immigrants and refugees
- Media and Communication skills
- Roots in and knowledge of key players in the Ottawa area

HEALTH, WELLNESS AND HEALTH CARE

- Management-oversight experience in health care
- Community or hospital-based health services including pre-habilitation and re-habilitation
- Integrated approaches to wellness; sport, exercise and health
- Experience at working across the health care system and with community-based services
- Activity-based health education and research

HUMAN RESOURCES MANAGEMENT AND LABOUR RELATIONS

- Management level experience
- Elaboration of HR strategies, policies, programs
- Management of unionized and non-unionized employees
- Negotiating collective agreements

INNOVATION, DESIGN, COLLABORATION

- Ability to think “outside the box”
- Creative problem-solving and strategizing
- Brokering innovative partnerships or approaches to achieve goals
- Engaging multiple parties around innovative projects

INFORMATION TECHNOLOGY AND MANAGEMENT

- Development and oversight of IT strategies and projects
- Management of IT risks; the capture, use and protection of data
- Formal training

KNOWLEDGE OF RA BUSINESS AND THE NFP CONTEXT

- Management of sports, recreation, wellness services in a NFP context
- First-hand experience with the RA; club, activity, league membership
- Volunteer role at the RA

LEADERSHIP AND MANAGEMENT

- Leadership or management role in a business, association, team
- Formulating mission, vision, values, strategic plan
- Aligning governance, budget, and risk management to vision and strategic plan
- Understanding organizational behaviour
- Experience working as a volunteer with other volunteers

NOT-FOR-PROFITS

- Knowledge of sector, its purposes, risks and challenges
- Good networks in the sector
- Involvement as a volunteer, preferably on a board, or as a senior employee

OUTREACH, FUND RAISING, NETWORKING AND POLITICAL INFLUENCING

- Networking skills and a broad network of contacts in the NCR
- Mobilizing community leaders and influencers
- Experience dealing with different levels of government
- Knowledge of fund raising through grants, contributions sponsorships and campaigns

PUBLIC SECTOR

- Experience at executive levels of public sector management
- Knowledge of policy-making process, decision-making and approvals
- Understanding of how best to advocate for the RA and influence governments

SPORT AND RECREATION

- Knowledge of program frameworks such as physical literacy and the Long-term Development in Sport and Physical Activity Framework
- Knowledge of the sector and key players nationally and locally
- Experience in partnering and mobilizing the sector