

OTTAWA SPORT COUNCIL WEBINAR



Good Governance



We believe that there should only be positive experiences in sport

Nous croyons que seules les expériences positive ont leur place dans le sport

Webinar Archives

If you didn't have a chance to catch the previous webinars in this series, here's your chance:



Best Practice in Volunteer Management

Speaker: Dina Bell-Laroche,
Sport Law & Strategy Group

Ottawa Sport Council: <http://sportottawa.ca/webinars/best-practices-in-volunteer-management/>

SIRC: <http://sirc.ca/webinar/best-practices-volunteer-management>



Hot Legal Topics in Sport Management

Speaker: Steven Indig,
Sport Law & Strategy Group

Ottawa Sport Council: <http://sportottawa.ca/webinars/hot-legal-topics/>

SIRC: <http://sirc.ca/webinar/hot-legal-topics-sport-management>

Watch the recorded version of the webinars on the [Ottawa Sport Council](#) or [SIRC](#) website



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Ottawa Sport Council

- Non-profit membership based service organization established in response to demand for assistance from community sporting organizations
- What do we Do?
 - Advocacy and Marketing
 - Educational Resources
 - Planning and Collaboration
 - Endowment Fund



Marcia Morris
ED, Ottawa Sport Council

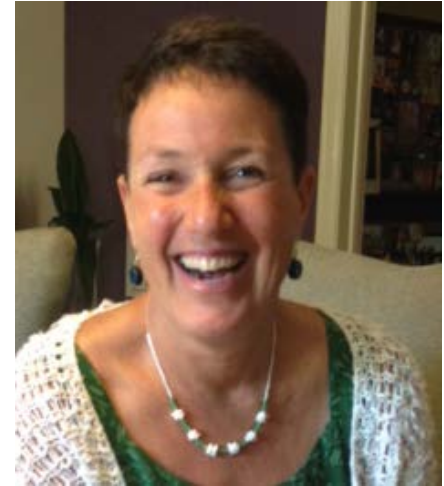


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Key Programs

- Ottawa Sport Council Foundation-endowment fund to support community sporting organizations
- Lunchtime online webinar series- Fall 2015
 - Best Practices in Volunteer Management
 - Hot Legal Topics
 - Good Governance: What is it and How to do it
 - A Strategic Approach to Sponsorship
- Ottawa Sport Council Annual Summit – November 14 2015
 - *Overcoming the Funding Hurdle in Community Sport*
 - Horticulture Building, Lansdowne Park
 - Details, registration available: <http://sportottawa.ca>



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ED, Ottawa Sport Council



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Today's Speaker

Kathy Hare



Kathy began her career as a self-employed financial administrator for a variety of clients including lawyers, charities, not for profit organizations, NSO's and MSO's. Over the past 10 years, she has worked with Commonwealth Games Canada and Motivate Canada to develop and deliver sport programs that serve to address broader social issues. With an extensive background on financial management, organizational operations, governance, program planning and management, and proposal development, Kathy has been instrumental in developing and managing multiple large scale national and international programs. A business graduate of the University of Ottawa, Kathy is a respected sport administrator well known for her ability to create systems and processes that are efficient and effective.

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Sport Law & Strategy Group

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Good Governance

What is it & How to do it

Presentation by Kathy Hare

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Sport Law & Strategy Group



Providing strategic insight to the Canadian sport community through professional services in these areas:

- Legal Solutions and Policy Development
- Risk Management, Strategic Planning and Good Governance
- Communications, Facilitation and Integral Coaching™
- Event Management and Marketing
- Financial Planning and Human Resource Management



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Our Values

We strive for excellence in all we do, and provide exceptional value to our clients. We embrace the following values:

- **Professional Integrity** – we believe in acting fairly, ethically and with compassion
- **Continuous Learning** – we invest in learning, both ours and yours
- **Passion** – we want to make a difference in sport





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Definitions

GOVERNANCE:

“The processes and structures that a Board uses to direct and manage its general operations, programs and activities”

GOOD GOVERNANCE:

“... is about having the right structures and processes to ensure you are achieving desired results and achieving them the right way”



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Optimizing Organizational Excellence

Under-performing	Performing	Achieving
<ul style="list-style-type: none">✓ Deficit-based✓ Inadequate leadership✓ Continual state of chaos✓ Not achieving results✓ Weak management✓ Reactive✓ Poor communications✓ Dysfunctional culture✓ Values are dormant <p style="text-align: center;"><i>Coping</i></p>	<ul style="list-style-type: none">✓ Good management✓ Well-organized✓ Relatively stable internal environment✓ Not leveraging✓ Complacency sets in✓ Adequate communications✓ Somewhat proactive✓ Culture is content✓ Values are stated <p style="text-align: center;"><i>Managing</i></p>	<ul style="list-style-type: none">✓ Strength-based✓ Authentic leadership✓ Progressive and dynamic culture✓ Supports creativity and innovation✓ Adaptive (adjusts to complex environments)✓ Investment in human capital <p style="text-align: center;"><i>Leading</i></p>



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Governance Gone Wrong

Sudden things → a crisis of:

- ✓ Financial performance
- ✓ Program performance
- ✓ Personnel
- ✓ Partner/sponsor confidence
- ✓ Decision-making (legal issues)

Gradual things → an erosion of:

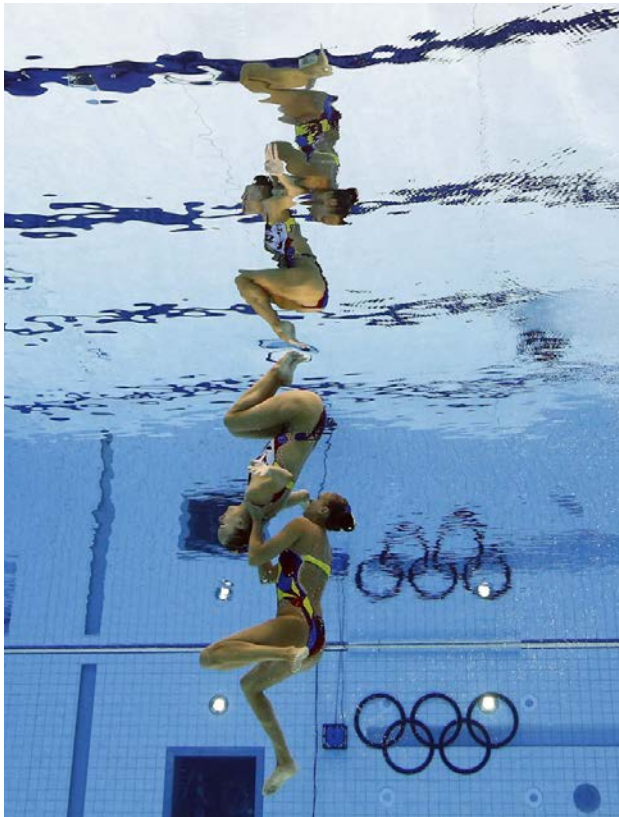
- ✓ Public confidence
- ✓ Communication
- ✓ Participation/engagement
- ✓ Clarity of roles and functions (ranging from Board irrelevance to Board meddling)
- ✓ Trust

Board Paradox

- Many Board members do not understand the difference between governance and management
- A Board too involved in management may be “meddlesome”
- A Board too focused on governance may be “careless” in their oversight role



Governance Starts with the Board...



- Boards may be advisory, administrative-governing or policy-governing
- Boards may be small or large
- Boards may be representative or independent
- Boards may be elected or appointed
- Boards may consist of 'everyman' or 'experts'



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Board Models

Advisory Board

- A local sports council or parks and recreation board

Administrative Governing Board

- A minor/club sports association

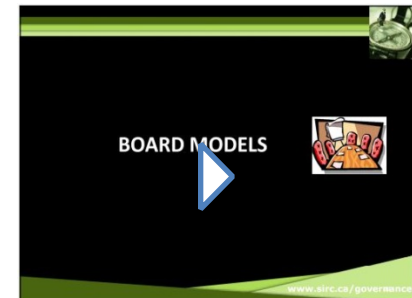
Policy Governing Board

- The Board of a national sport organization

Additional Resource

Webinar Recording: Board Models & Structures

<http://sirc.ca/webinar/board-models-and-structures>





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Questions?





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Basic Principles of Boards

- The Board is a corporate body and acts as a **single entity**
- The Board speaks with **one voice**
- The Board speaks by developing, approving, monitoring and updating **policy**
- Board, committees and staff must work in **partnership**

An Effective Board...

- Steers towards mission through strategic planning
- Communicates transparently
- Develops structures for the Board
- Educates itself on its role and avoids conflicts of interest
- Maintains fiscal responsibility
- Ensures effective management
- Implements systems for assessment and control
- Plans for succession and diversity of the Board





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'Good' Governance

- **Vision** – identifying your destination
- **Planning** – setting goals and providing a pathway to get there
- **Resources** – securing the resources required to reach destination
- **Monitoring** – checking that progress is being made towards destination
- **Accountability** – using resources responsibly and reporting progress to your stakeholders (members, funders, partners)



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poor governance is all too visible to your members, stakeholders, funders, the public....

... good governance is not always visible from the outside but it can make a good organization great



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Director Legal Duties

✓ Diligence

- Expected to exercise the same level of care that a reasonable person would with same abilities, skills and experience

✓ Loyalty

- Required to put the interests of the non-profit first

✓ Obedience

- Obey all governing documents (objects, bylaws, policies) as well as all laws



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Poll



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Roles & Responsibilities of a Director

- Disclose any real or perceived conflicts of interest
- Review regularly the financial reports and budgets.
- Know who is authorized to sign cheques.
- Ensure contracts entered into are reviewed.
- Have a copy of the organization's policy manual.
- Be familiar with the organization's constitution and bylaws.
- Support professional development.



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Organizations run into trouble when...

- They do not set out rules [**policies**] or procedures to deal with something
- They set out rules [**policies**] but they are incomplete, vague or contradictory
- They set out rules [**policies**] but then choose not to follow them
- They have rules [**policies**] that do not “fit” with their culture or their resources



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Policies are Your Best Friend

- They provide you with a guide for your actions
- They help you to **avoid** a problem or crisis
- In the event you cannot avoid a problem or a crisis, they will help you to act uniformly, consistently and fairly in how you **manage** your problem or crisis



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Types of Policies

- **FRAMEWORK POLICIES** – vision, values, beliefs, mission and mandate
- **GOVERNANCE POLICIES** – organizational structure, roles and responsibilities, award and revoke privileges of membership, dispute resolution
- **OPERATIONAL POLICIES** – operational details of programs, personnel, finance and advocacy



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Key Governing Policies

- **Personnel** -> employees, volunteers, contractors
- **Conflict of interest** -> statutory requirements
- **Privacy** - > protects personal information
- **Workplace Harassment** – Legal Requirement
- **Accessibility** – Legal Requirement
- **Selection** -> *award* benefits in sport
- **Conduct, Discipline, Harassment** -> *revoke* benefits of sport
- **Appeals, Mediation, Arbitration** -> disputes over *allocation* of benefits



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*Well written policies that are **implemented and adhered to** go a long way to preventing many of the issues faced by organizations.*



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Ontario's Not-for-profit Corporations Act (ONCA) What & When?????

- At least 2 years from now, likely longer
- May still be further changes to the content
- Once approved, organizations will have 3 years to comply (min of 5 years from now)
- Bottom line – don't worry about it but if there are current issues with your bylaws, change them sooner rather than later.



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Get in touch



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Sport Information Resource Centre sirc.ca
Info@sirc.ca



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Questions?





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Resources

- Article: Thinking About Governance Reform? Here are Some Questions to Get You Started
<http://www.sportlaw.ca/2013/11/thinking-about-governance-reform-here-are-some-questions-to-get-you-started/>
- West Ottawa Soccer Club – Bylaws & Policies
<http://www.wosc.com/page/show/290769-bylaws-and-policies>
- Webinar – Board Models & Structures (Recording)
<http://sirc.ca/webinar/board-models-and-structures>
- Webinar – Succession Planning (Recording)
<http://sirc.ca/webinar/succession-planning>
- Governance & Leadership Resources
<http://sirc.ca/resources/sport-governance-and-leadership/sport-governance-leadership-policy>
- Ontario's Not-for-Profit Corporations Act (ONCA)
http://www.sse.gov.on.ca/mcs/en/Pages/Not_For_Profit.aspx



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Presented by the Ottawa Sport Council:

Second Annual Ottawa Sport Summit

Overcoming the Funding Hurdle in Community Sport

WHEN: November 14 2015, 8:15am – 4:15pm
WHERE: Horticulture Building, Lansdowne Park
1525 Princess Patricia Way, Ottawa

REGISTRATION IS REQUIRED. Visit sportottawa.ca to register.

Lunch and energy breaks provided. Participate in the silent auction for a chance to win prizes.

The Ottawa Sport Council is pleased to host this **free event**.

Donations to the Ottawa Sport Council Endowment Fund, established to provide funding opportunities for local community sport organizations, are strongly encouraged. Charitable receipts will be provided.

Summit Speakers include:

- **Ian Mendes** – TSN Radio Ottawa
- **John Halvorsen** – President and Race Director Ottawa Race Weekend, Olympic Athlete
- **Angella Goran** – Entrepreneur (SokJok Inc & Cheer 4 Me! Charity), Motivator & Athlete Ambassador for the Canadian Wildlife Federation
- **David Gourlay** – President, Ottawa Champions Baseball Club, Miracle League of Ottawa

The Sport Summit will kick off with a keynote address from **Mayor Watson** and a draw for **2 Club Bell Ottawa Senators Hockey Tickets**.



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Thank you

Next webinar: Tuesday, November 17, 2015

OTTAWA SPORT COUNCIL WEBINAR



A Strategic Approach to Sponsorship

Register now! <http://sirc.ca/events/webinars>