



BOARD OF DIRECTORS MEETING
MARCH 8, 2023

MINUTES

1. WELCOME

Present:	Claire Carver-Dias, President	
	Keith Gillam, Treasurer (Virtual)	
	David Bedford, Director-at-Large	Trevino Betty, Director-at-Large
	Karen Hacker, Director-at-Large	Greg Maychak, Director-at-Large (afternoon)
	Myles Spencer, Director-at-Large	Carlene Variyan, Appointed Director
Guests:	Rick Powers, Past President	Bruce Robertson, CGF VP
	Linda Cuthbert, CGF Sport Cttee	
Staff:	Brian MacPherson, CEO	Kelly Laframboise, Recorder
Regrets:	Ava Hill, Director-at-Large	Patrick Kenny (Director-at-Large)
	Jean Pierre-Charles (Athlete Rep)	

CSC President called the meeting to order at 10:20am (EST), welcomed everyone and noted that it was International Women's Day. Slides were presented of the CSC's amazing women of the past and present, in the positions of President, Director, and Chef de Mission, back to 1930!

2. APPROVAL OF AGENDA

Motion moved by **Karen Hacker**; seconded by **Myles Spencer**

"That the agenda be approved as amended."

CARRIED.

Due to the Alberta 2030 Press Conference and the required participation of the President, the agenda was slightly rearranged.

3. CONSENT AGENDA

Motion moved by **Myles Spencer**; seconded by **David Bedford**

"There being no objections, the consent agenda was unanimously approved. The consent agenda included the following resolutions: 3.1 Past Board of Directors Minutes, 3.2 Compliance Certificate and 3.3 Ratification of past Email Votes."

CARRIED.

4. REPORTS

4.1 CGF Update

Bruce Robertson provided an update on several CGF activities:

- **B2022:** Local communities benefitted from B2022 legacies, reported in the UK Government's interim Games Evaluation Report. Games planning & delivery was quite challenging for both CGF and Organizing Committee (OC). CGF Policies are for a one village concept and need to be revised.
 - CGFP embed staff into OC for transfer of knowledge.
- **CGF:** moved into new offices, has a new 2024 - 2034 Strategic Plan with 102 priorities, New staffing model being proposal
- **Victoria 2026:** getting organized, 15 Staff from CGFP embedded into the OC.

4.2 Staff Report Q&A (APPENDIX "A")

A written report was distributed in the meeting package prior to the meeting. There was a discussion about the upcoming CGF Elections and possible Canadian candidates.

5. FINANCE

5.1 Proposed 2022-23 Budget Revisions

CSC Treasurer reviewed the proposed budget changes noting an original approved deficit of **(\$871,187)** to a surplus of \$84,685 with potential further changes by the end of the fiscal year (March 31, 2023). Key factors for the significant change includes significant savings from meetings held virtually Significantly higher Games Grant from B2022.

The Board of Directors reviewed the four (4) year forecast, key takeaways:

- CSC significantly reduced its "burn rate" of the Reserve Fund from \$1M per year in 2008 to 2011, to less than \$1M per quad in 2012 onwards and had some success in generating new revenues. However, quad over quad CSC is "burning" through the Reserve Fund.
- A "pay-to-compete" fee was applied to all athletes for the 2022 CWGs.
- If no new revenues are secured for the 2027-2030 quad, CSC will likely need to: shut down SportWORKS, reduce to 1 FTE staff position and charge a "pay-to-complete" fee of \$5K+ for every athletes & coach on Team Canada2030 and future teams.
- It was noted that with the approval of the latest budget changes, the quadrennial forecast will be updated. (APPENDIX "B")

Motion moved by **Keith Gillam**; seconded by **Carlene Variyan**

"That the 2022-23 Budget Changes be approved as presented."

CARRIED.

5.2 2023-24 Workplan & Budget

CSC Treasurer reviewed the proposed 2023-24 Budget noting a small deficit of \$129,233. CSC will do everything possible to reduce the deficit as much as possible. Highlights include:

- Budget and activities are similar to previous non-Games years.
- Youth Games are 100% self-funded by the NSOs/Athletes.
- The treasurer was advised by PCL of their continued financial support.
- Additional investment interest is due to the higher interest rates. Funds are only invested in bonds.
- Budget includes funds to contract individuals to assist with the Strategic Plan and process and enhanced social media activities.



Motion moved by **Keith Gillam**; seconded by **David Bedford**

“That the 2023-24 Budget Changes be approved as presented.”

CARRIED.

6. BUSINESS ITEMS

6.1 Committee Member Ratifications

Karen Hacker will be added to the Governance Advisory Committee

Motion moved by **David Bedford**; seconded by **Karen Hacker**

“That the Committee Compositions be ratified as presented.”

CARRIED.

6.2 Committee Terms of Reference

Motion moved by **Myles Spencer**; seconded by **Karen Hacker**

“That the Communications Committee Terms of Reference be approved as presented.”

CARRIED.

Changes included:

- Communications and Marketing Committees will have closer links.
- Addition of Term limits as discussed at the previous Board meeting.
- Raising the maximum committee members from 7 to 8

Motion moved by **Trevino Betty**; seconded by **Carlene Variyan**

“That the External Representation Committee Terms of Reference be approved as presented.”

CARRIED.

Changes included:

- Stronger strategic partnerships
- Term limits

6.3 Abuse Free Sport Program Signatory

The Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) sets harmonized rules including:

- **common principles** and a commitment to advance a respectful sport culture.
- **standard definitions** of various forms of maltreatment, including grooming, neglect, and physical, sexual, and psychological abuse.
- a list of **other prohibited behavior** such as retaliation, failure to report maltreatment, intentionally filing false allegations, misuse of power, etc.; and
- a framework for determining appropriate **sanctions** against such prohibited behavior to advance a respectful sport culture that delivers quality, inclusive, accessible, welcoming and safe sport experiences.

Following a review process led by the SDRCC, which included consultations with stakeholders of the sport community and further revision by an expert working group, version 6.0 of the UCCMS was published by the SDRCC on May 31, 2022.

Motion moved by **Myles Spencer**; seconded by **Carlene Variyan**

“Weighing the pros & cons and potential of CSC liability, the Board adopted the UCCMS 6.0 as a standalone policy. The Board expressed concern about providing approval but felt there was no choice if Government funding was to continue”. **CARRIED.**

The Board noted their concerns with the policy due to potential financial risk to CSC.

Abuse-Free Sport is Canada’s independent system for preventing and addressing maltreatment in sport. The goal is to ensure that every participant – **no matter the sport, the level, or the role** – has a safe, positive and enriching experience.

The Office of the Sport Integrity Commissioner (OSIC) serves as the central hub within Abuse-Free Sport. It operates independently to receive complaints about alleged violations of the UCCMS, conducts independent investigations and recommends sanctions against individuals/organizations who violate the UCCMS. CSC has concerns about the absence of an appeal process and lack of protection for the accused.

CSC discussed the requirement to sign on to Abuse Free Sport, pro’s & con’s, and CSC’s potential liability.

As part of Sport Canada’s funding requirements, CSC is required to become a Program Signatory by July 1, 2023.

Motion moved by **Myles Spencer**; seconded by **Trevino Betty**

“That CSC become an Abuse Free Sport Program Signatory by April 1, 2023 and that all behavior of maltreatment, as defined in the UCCMS, be removed from CSC Conduct Policy, as required. Conversely maltreatment, as defined in the UCCMS, is added to CSC’s Appeals Policy, Privacy Policy, Workplace Violence Policy and Workplace Harassment & Discrimination Policy, as required.”

CARRIED.

6.4 2023+ Strategic Plan

The Board of Directors agreed to defer the development of a new Strategic Plan until the outcome of a potential 2030 Alberta Commonwealth Games Bid.

6.5 Enhanced Stakeholder Partnerships

In line with the 2023+ Strategic Plan, the Board of Directors agreed to defer this topic until the outcome of a potential 2030 Alberta Commonwealth Games Bid.

6.6 2030 CWGs Bid

CSC Bid & Hosting Committee Chair provided an update on the 2030 Commonwealth Games bid process and the transfer of Preferred City status to Alberta from Hamilton, Other highlights include:

- AB2030 moved quickly securing government financial commitments to explore the feasibility of a Bid.



- A CGF Site Visit is scheduled for the end of April/beginning of May.
- Future timelines include Feasibility Phase (May2023); Bid due to CGF (August2023); CGF Decision (November2023 General Assembly)

7. RISK REGISTRY

CSC Committees review their risk areas noting items ranked “High” come to the Board for discussion and potential resolution or mitigation.

The Board added a couple of risks:

- Contingency, Plan B if AB2030 does not get the Games.
- Liability of becoming an Abuse Free Sport Program Signatory

8. IN-CAMERA SESSION

The Board of Directors conducted a regularly scheduled in-camera session.

9. ADJOURNMENT

There being no further questions, comments or concerns, the meeting was adjourned.

Approved & Duly Signed:

Claire Carver-Dias, President

July 2023

Date:



CGC BOARD OF DIRECTORS MEETING - MARCH 8, 2023 STAFF REPORT

Since the last CSC Staff Update in November 2022, the following key activities were executed.....

SUPPORTING SPORT EXCELLENCE

(Create an exceptional Team Canada program environment whereby the Commonwealth Games are a critical benchmark in Canada's athlete and coach podium pathway.)

Team Canada Program:

Scott Stevenson has been appointed on CGF's 2026 Reference Committee Workgroup to share lessons learned from 2022 for 2026 Commonwealth Games.

Canada will participate in Trinbago2023 (Trinidad & Tobago Commonwealth Youth Games), August 4-11, 2023, in Athletics, Para Athletics, Triathlon, Beach Volleyball, Fast5 Netball and Rugby 7. Team Size will be 65 Athletes and approximately 18 Officials including a small Mission Staff of 3 – Kelly, Chris, and a Team Doctor. The Games will take place on both Islands (Athletics in Trinidad and the remaining sports in Tobago). The cost per person will be approx. \$1,067 charged back to participating NSOs. A Site Visit has been scheduled in conjunction with the Regional Meeting from April 24 to 28, 2023.

Sport Systems Contributions:

CSC meets quarterly with Major Games Canada to discuss items of common ground, efficiencies and effectiveness, such as Medical Missions, including GEMS Pro (a Games time medical database).

USING SPORT FOR DEVELOPMENT

(Enhance individual and community social development through sport across the Commonwealth by sharing Canadian sport knowledge, expertise and resources, and participating in CGF programs and initiatives)

SportWORKS:

CSC has partnered with Trinidad and Tobago Commonwealth Games Association (TTCGA) providing Canadian SportWORKS Officers (CSO) to assist Trinbago 2023 Commonwealth Youth Games Organizing Committee with planning and preparation for the Games. The first CSO started her placement in January 2023. Plans are underway to train and deploy 2 to 4 additional CSOs from May to August 2023.

The Sport for Newcomers project is underway in 5 locations throughout Canada (Charlottetown, Hamilton, Edmonton, Calgary, Surrey). In partnership with community newcomer support organizations, consultation sessions are currently being undertaken with newcomers with added intersecting barriers (women and girls, low-income households, etc.). Session learnings inform the design of upcoming sport programming through a participant-informed approach. Planning is underway for a Pre-Departure Training Session taking place in March for 5 SportWORKS Officers and 5 community organization project leads who will then be providing 50+ inclusive, safe, quality sport participation opportunities for newcomers.

CSC has submitted a Proposal for Global Affairs Canada's International Youth Internship Program (2023-2028) developing sport programming for women, girls and youth facing discrimination in Rwanda. A successful Proposal provides \$2m+ over 5 years for CSC's international development through sport efforts.



BUILDING A VALUED BRAND

(Increase the Canadian public's understanding and relevance of the Commonwealth sport brand by working collaboratively with CSC Members, partners, stakeholders and media.)

Public/Media Relations:

Guided by CSC's competent, and expert based Communications Committee, CSC's digital channels (Website, Facebook, Twitter, Instagram and LinkedIn) continue to be maintained with news & highlights relevant to the Commonwealth sport movement in Canada and CSC programs.

CSC has a representative (Patrick Kenny) on AB2030's Communications Workgroup ensuring CSC's voice is heard on all AB2030's communications strategies and activities.

Commonwealth Games Bidding & Hosting:

Under the guidance of CSC's Bid & Hosting Committee CSC continued to work closely with Hamilton 2030 Commonwealth Games Bid key stakeholders. In absence of H2030 resources (money & staff), CSC led key Bid committee workgroups and committees, namely: Security Concept Plan Workgroup, Games Planning & Delivery Workgroup and Executive Coordination Committee. CSC lead the development of several Bid documents; *H2030 CWGs Security Concept Plan* by subject matter experts from several policing agencies, *H2030 CWGs International Bid Plan and Budget*, *H2030 CWGs International Bid Director Job Ad*, *H2030 CWGs Hostco Governance Framework*, *Capped Financial Contingency Model* and a *2030 CWGs Partner Investments/Contribution Proposal*. CSC established 4 (four) Bid Requirements to be met by January 31st. Subsequently, an extension was granted to February 13. With CSC's Requirements not being met, CSC no longer recognizes Hamilton as its "Preferred Candidate" to bid for the 2030 CWGs.

CSC worked closely with the Alberta 2030 Commonwealth Games Bid Committee and key stakeholders on a "back up" Bid, and on February 13th CSC recognized Alberta as Canada's "Preferred Candidate" to bid for the 2030 CWGs. Subsequently, CSC submitted an Expression of Interest to CGF and is currently in the Dialog & Feasibility Phase of the international bid process to select a 2030 CWGs host.

Alumni:

To date **510** alumni have joined CSC's Alumni Program. The first Alumni Newsletter of 2023 was distributed in February with a "Call for Volunteer Committee Members". The Call for Volunteers was also posted to the Alumni Facebook page. No takers to date. We will continue to look for committee volunteers and use different recruitment strategies to increase the growth of the Alumni Program.

CONNECTING WITH COMMUNITIES

(Enhance CSC's leadership role and reputation with Canadian sport, governments, the Commonwealth and demonstrate effective, best in class, governance, and management practices.)

National & International Relations:

CSC representatives continue to "be seen, be heard" attending key Canadian sport gatherings (albeit virtually), including meetings of the COC/CPC sport community, MSO Caucus, CGF General Assembly and Americas Region, as well as several CGF committees and workgroups.

Governance & Administration:

CSC Member elections led to completing background police record checks and SafeSport online training, appointing all Committee Chairs and committee compositions are ready for ratification. Committees have started meeting. A new female Board Member was appointed to help increase gender balance and enhance CSC government/public relations. New Member Orientation occurred virtually and the CSC's external



SharePoint of key documents has been and continues to be updated. All employee performance reviews were completed. 2022-23 budget changes and the 2023-24 budget drafted and ready for approval. Policies and Agreements are being reviewed and revised to ensure CSC is compliant to become an Abuse Free Sport Program Signatory effective April 1, 2023.

COMMONWEALTH GAMES FOUNDATION OF CANADA

CGFC has put all other activities “on hold” until the outcome of the CSC’s current CWGs bid process is known.

LOOKING FORWARD

- Plan & deliver a successful Team Canada 2023 to the Commonwealth Youth Games,
- Expand SportWORKS program initiatives in Canada and abroad,
- Continue supporting Commonwealth Games Bid processes and secure the hosting rights for the 2030 Commonwealth Games,
- Execute several recruitment tactics to increase Alumni Program membership to 600,
- Select recipient of the Canadian Commonwealth Sport Award winners in the Volunteer Excellence (Award of Merit) category for 2022/23,
- Enhance CSC’s digital communication platforms,
- Continue “being seen & heard” with key Canadian sport system stakeholders, including staging a virtual 2023 CSC AGM and attending key meetings; CSTA, COC, CAC, AthletesCAN, etc. and identifying opportunities where CSC can make a difference,
- Participate in CGF Americas Region Meetings and the 2023 CGF General Assembly with the strategy of getting Canadians elected/appointed into key CGF positions and promoting Canada’s CWGs hosting aspirations.
- Via the “MSO Caucus”, collaborate with Sport Canada on a new MSO Funding Model,
- Participate in Sport Canada’s reworked Sport Funding and Accountability (SFAF),
- Become a Program Signatory of the Abuse Free Sport program,
- Continue effective and efficient governance, financial, HR and administration functions,
- Follow up with individuals with expired background checks and SafeSport online certification.
- Continue regular policy development, review and updates as required, and
- Develop CSC’s 2023/26 Strategic Plan.