



RA BOARD OF DIRECTORS

CANDIDATE INFORMATION KIT

2017 ELECTIONS

Dear Prospective Board Candidate:

Thank you for your interest in becoming a Director of the RA. The Board elections nomination period will take place from September 1 to October 10, 2017. The balloting period will take place from November 13 to November 27, 2017. The term of office of Directors elected will commence on Wednesday, December 20, 2017.

This kit contains the Official Nomination Form, provides information about the nomination process, candidate eligibility criteria and the RA Election Campaign Policy. More information on the RA is available at www.racentre.com.

The RA Board of Directors appoints a Nomination and Election Committee every two years. The Committee's role is to ensure the members are fully informed of the elections, consider the desired skills and capabilities of candidates and of the Board as a whole, identify qualified candidates and to bring forward a sufficient number of candidates to ensure that an election takes place.

The Board of Directors has tasked the Nomination and Election Committee to assess that all the candidates meet the minimum qualifications in place.

If you have any questions about the enclosed information, you may speak with Bryan R. Merrett, at 613-733-5100 ext. 386 or by email at bmerrett@racentre.com. Or if you wish to speak with me directly, please call 613-234-6949 or send me an e-mail at gillesvezina@me.com.

Yours truly,

A handwritten signature in black ink, appearing to read 'Gilles Vézina', with a horizontal line extending to the right.

Gilles Vézina
Chair, Nomination and Election Committee

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INSTRUCTIONS

Candidates must submit the Official Nomination Form (Appendix A), the Areas of Expertise and Experience form (Appendix B) and the Skill and Capability form (Appendix C).

Candidates are also required to submit a short biography (strict maximum of 300 words), a statement indicating the contribution they would make to the Board (strict maximum of 300 words) and a personal photograph⁽¹⁾. The biography, contribution statement and photograph will be posted on the RA's Internet site, made available in print at all RA locations and distributed to all members as part of the 2017 Members' Voting package. Please provide the biography and the contribution statement in Word format to facilitate the process.

⁽¹⁾ Each candidate shall provide a personal photograph as per the following specifications.

- In color, head and shoulders only
- minimum 2 x 2 inches (51 x 51 mm) in size

If submitted digitally

- In JPEG (.jpg) or PDF (.pdf) file format
- Resolution of 300 pixels/inch (12 pixels/mm)

If submitted in hard copy

- Printed on photo quality paper

Please, no low quality vending machine or mobile phone photos.

The deadline for receipt of your Nomination Form, Biography, Contribution Statement and Photograph is October 10, 2017 at 12:00 noon eastern standard time. This is a firm deadline and there will be no extension and no exception. Your material may be sent by the following methods:

- handed in (in a sealed envelope) at any of the RA facilities reception desks
- e-mailed to bmerrett@racentre.com
- mailed to: RA Centre - Attn: Bryan R. Merrett
2451 Riverside Drive
Ottawa, ON
K1H 7X7

⁽²⁾ By signing the Official Nomination Form, you agree that your biography and contribution statement will be posted on the RA's Internet site, made available at RA locations, and distributed to members.

IMPORTANT INFORMATION FOR BOARD CANDIDATES IN THE 2017 ELECTION

Positions Available

This year, members will be electing candidates to fill eleven (11) positions, with either a two-year or four-year mandate.

Board Structure and Process

The RA Board of Directors is composed of sixteen members. Regular Board meetings are held on the last Wednesday of each month, except for July and August, 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 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 be 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.

BOARD CANDIDATE ELIGIBILITY REQUIREMENTS

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

- be a member in good standing of the Association;
- be at least eighteen (18) years of age;
- be free of any conflict of interest that would result in an inability to fulfill the responsibilities of a Director of the RA;
- not be an employee of the Association;
- 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
- submit Criminal Record and Vulnerable Sector checks (current within the last 12 months).

DIRECTOR QUALIFICATIONS

The RA is a large and complex organization. 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. It is essential that the directors, collectively, have the skills, qualifications, and expertise to carry out these responsibilities.

The RA expects each Director to meet certain individual qualifications and the Board as a whole to possess knowledge and experience relevant to its mandate and operations. In general, 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 must operate “as a team” at the Board level and “speak with one voice” once a full discussion has been undertaken and a decision has been made by the Board in accordance with its governance policies.

The Board of Directors as a whole shall be broadly representative of its membership. As a group, the Directors shall possess knowledge and experience relevant to the RA’s mandate and operations.

Throughout their tenure, all Directors must meet the qualifications for Directors set out in the By-laws, the RA Management Framework and the Board Code of Conduct.

NOMINATION AND ELECTION PROCESS

KEY DATES:

1. Nomination period: September 1, 2017 to October 10, 2017
2. Deadline to submit the Official Nomination Form and other required material, October 10, 2017 at noon EST
3. Candidates’ biographies, contribution statements and photographs are made available to the membership and posted on the RA website – October 23, 2017
4. Balloting Period: from November 13 to November 27, 2017 at 10 p.m. (or 11h59 for online voting)
5. Nomination and Election Committee tabulates the results of the vote – November 28, 2017
6. Nomination and Election Committee inform the successful and unsuccessful candidates – at the latest on November 30, 2017
7. First Board meeting – (to elect incoming president and vice-president) December 13, 2017

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 Nomination and Election Committee so determines.

1. CANDIDATE INFORMATION PROVIDED TO MEMBERS

The Nomination and Election Committee ensures that the following information about each candidate is made available to members through its website and in facilities:

1.1 Picture – the RA shall arrange to have the candidate's picture posted to the RA website.

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 posted in the RA Centre or in the vicinity of the RA election ballot boxes. Candidates can certainly notify their friends, colleagues, acquaintances and networks of their candidacy but **campaigning activities beyond this are strictly prohibited**. For more clarity, no candidate shall interfere with the duties or seek assistance from any employee of the RA or any member of the Nomination and Election 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 Nomination and Election 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 deemed to be void.

3.2 Clarification

Candidates who are unsure of the intent of any part of this policy shall contact the Chair of the Nomination and Election Committee for clarification.

3.3 Dispute

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

4.0 ROLES AND RESPONSIBILITIES

The Board of Directors of the RA is responsible to review this policy at least once every two years.



RA BOARD OF DIRECTORS – 2017 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:

(Print candidate's name)

to stand for election to the RA Board of Directors.

Nominator Name	Signature of Nominator	RA Member #
1.		
2.		

Acceptance of Nomination

I accept this nomination as a candidate for election to the RA Board.

Signature of Candidate

RA Member Number

Date

Candidate Information

E-mail address: _____

Telephone (day): _____ Telephone (evening): _____

Included with this Nomination Form are the following documents:

Completed Areas of Expertise and Experience Assessment (Appendix B)

Completed Skills and Capability (Appendix C)

Biography (maximum 300 words) (please submit in Word format)

Contribution statement (maximum 300 words) (please submit in Word format)

Personal Photograph (as per specifications outlined on page 2 of the Candidate Information Kit)

¹ 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.

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RA BOARD OF DIRECTORS – 2017 ELECTION

Areas of Expertise and Experience

Name: _____

Please rate your experience and knowledge in each of the areas as:

- (A) - Advanced:** You possess a degree/diploma/certificate in a skill area and/or have work experience in that same area.
- (G) - Good:** You have direct, successful experience in an area as part of your work or volunteer activities.
- (F) - Fair:** You possess knowledge of the basic fundamentals and concepts that are encountered in this skill area.
- (N) - None:** The area of expertise/experience does not apply to you.

Area of Experience and Knowledge	Rating
SENIOR MANAGEMENT (Directing managers and organizations; developing strategic direction; in charge of product, program and service development)	
MIDDLE MANAGEMENT (in charge of operational areas, program or service delivery, staff or contractors)	
BOARD MEMBERSHIP EXPERIENCE (Paid or volunteer positions with appointed or elected Boards)	
RA CLUB/RA LEAGUE EXECUTIVE (Providing leadership to volunteer positions within a sports or leisure group, helping develop and deliver club/league programs, developing club/league plans and priorities, organizing events, working with organization "corporate" management)	
VOLUNTEERISM (act as board member of organizations other than the RA)	
FINANCE (Planning, Budgeting, Variance & Risk, Signing Authorities, Reporting, Auditing)	
PLANNING (Strategic, Corporate, Business, Operational, Capital, Approval Processes, Service delivery, Product Line management, Multi-Year Budget Management)	
LEGAL (Legislation, Letters Patent, Bylaws, Loans, Contracting, Liabilities, Insurance, Financial Authorities, Litigation, Harassment, Corporate Records, Privacy, Trade Mark, Intellectual Property, Licensing)	

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Area of Experience and Knowledge	Rating
ENTREPRENEURIAL (Private Sector, Market Niche & Competition, Profit Driven, Investments, Return on Investments, Seize Opportunities)	
INFORMATION TECHNOLOGY (User Information Requirements, Systems Options Analysis, Implementation Management, Operational Management)	
RISK MANAGEMENT (Program Delivery, Asset Management, Human Resources, Economics, Issue Management)	
ENGINEERING & ARCHITECTURE (Professional certification, Knowledgeable Client, Contracting, Agreements, Project Management)	
ASSET & INFRASTRUCTURE MANAGEMENT – CAPITAL INVESTMENT/ANALYSIS (Asset Inventory & Conditions, Life Cycle Management, Multi-Year Planning, Relate to Program Delivery, Lease/Rent, Return on Investment)	
HOSPITALITY & RETAIL (Service Delivery, Marketing, Liquor Laws, Health Inspections, Public Relations)	
CORPORATE SOCIAL RESPONSIBILITY (Community, Accessibility, Inclusivity, Market Position, Special Events)	
HEALTHCARE (Hospital, health promotion & maintenance, biotechnology, medical goods & services)	
SPORT (Performance, talent development, sport programs, youth sport)	
MARKETING & PROMOTION (Advertising, Feedback, Market Analysis, Competition Strategies, Partnerships, Not-for-Profit Status)	
MEMBER SERVICES (Memberships, Web Page, Security, Harassment, Communications, Reward Programs, Attracting Volunteers)	
PROJECT MANAGEMENT (leading multi-disciplinary teams, project development, managing and working with contractors, project delivery & sign-off, financial management)	
HUMAN RESOURCES (Collective Agreements, Employment, Remuneration, Pensions, Benefits, Employee Relations)	
TEAM WORK (leadership abilities, respect for fellow Board Members, consensus building)	
COMMUNICATION (effective verbal and written communications as well as use of social media)	
OTHER AREA OF EXPERTISE AND EXPERIENCE. Please specify:	



RA BOARD OF DIRECTORS – 2017 ELECTION

Skills and Capability

Name: _____

In addition to bringing a certain level of knowledge and experience to the Board, the RA expects that each Director will demonstrate certain attributes, and adhere to certain principles. The following questions will help you to assess the extent to which you meet these expectations. Please indicate “yes” or “no” in the space provided.

		YES or NO
1	Do you meet the Board Candidate Eligibility Requirements? (see page 3)	
2	To the best of your knowledge, are you free of any conflict of interest? (e.g., you cannot be an employee or a Director of a competitor)	
3	Do you have sufficient time and energy to devote to the performance of duties as a member of the Board of Directors (see page 3)?	
4	Do you have good oral and written communication skills?	
5	Are you determined to demonstrate integrity, high ethical standards and respect of privacy and confidentiality in all your personal and professional dealings?	
6	Are you willing to assume the responsibilities associated with the role of Director?	
7	Are you financially literate (i.e. able to read and understand financial statements and financial reports, and assess the implications of these documents?)	
8	Do you understand or will make every effort to understand the RA governance model and distinguish between the Board’s role and Management’s role?	
9	Can you recognize and assess business risks and strategic opportunities?	
10	Do you demonstrate the ability to think, act and speak independently and with conviction and confidence?	
11	Are you confident in your ability to conceptualize and think strategically?	
12	Do you have access to a computer, printer and the Internet?	
13	Do you have Criminal Record and Vulnerable Sector checks (current within the last 12 months).	

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