

## SKILLS MATRIX TEMPLATE

### 1. PURPOSE

- 1.1 The Skills Matrix Template (“**Skills Matrix**”) is designed to ensure that the Board of Directors (the “**Board**”) of (the “**Company**”) consists of individuals with a balance of skills to oversee the Company, achieve the Company’s strategic goals and direct the Company’s future. The Skills Matrix should be read in accordance with the *Canada Not-for-profit Corporations Act* (the “**Act**”) and the *Canadian Sport Governance Code* (the “**Code**”).

### 2. SKILLS MATRIX

- 2.1 The Board shall be a skills-based board comprised of directors who collectively and individually have the skills, knowledge, and experience to effectively govern and direct the Company. The skills and attributes of the Board and its directors can be broadly categorized as governance skills, industry skills and desirable personal attributes for directors.

#### 2.2 Governance Skills

- 2.3 Governance skills relates to those skills that are required to perform the Board’s key functions. These skills include, but are not limited to, the following:

- *Strategy and Planning.* This skill relates to the Board’s ability to think strategically and critically about opportunities and threats, and to develop effective and successful strategies for the Company.
- *Policy Development.* This skill relates to the Board’s ability to identify key issues and opportunities for the Company and develop appropriate policies to define how the Company should operate on a short and long-term basis.
- *Governance, Risk and Compliance.* This skill relates to the Board’s:
  - experience in corporate governance principles specifically in commercial enterprises, not-for-profit enterprises, or other regulated entities,
  - ability to identify key risks to the Company regarding legal and regulatory compliance, and
  - experience in evaluating Chief Executive Officers (“**CEO**”), Chief Financial Officers (“**CFO**”) and other senior management.
- *Financial Performance.* This skill relates to the Board’s qualifications and experience in finance and accounting, and specifically relates to the Board’s ability to:
  - understand and analyze key financial statements,
  - assess the Company’s financial viability and performance,

- have experience with financial control, budgeting, reporting and oversight of organizations and/or projects,
- contribute to strategic financial planning, and
- oversee funding arrangements and accountability.
- *Marketing and Communications.* This skill relates to the Board's:
  - knowledge and experience in marketing services to members and stakeholders, and public promotion campaigns,
  - understanding of relevant commercial communication practices and how they are best utilized, and
  - knowledge or experience with new trends in technology and media and their impact on the organization.
- *Fundraising and Sponsorships.* This skill relates to the Board's:
  - understanding of the fundraising and sponsorship landscape and how it pertains to not-for-profit organizations,
  - understanding of how grants are funded and effective strategies and relationships in this area,
  - experience in developing and implementing fundraising and sponsorship strategies,
  - capacity to leverage relationships and contacts at the municipal, provincial and federal levels of government, and
  - capacity to leverage relationships with leaders in the business and philanthropic communities.
- *Commercial Experience.* This skill relates to the Board's experience in commercial and business practices in areas including policy, finance, marketing, legal, communications, technology, and human resources.
- *Legal.* This skill relates to the Board's qualifications and experience in Canadian and provincial legal practices, specifically in regard to the sports industry, not-for-profit associations, employment and health law. This skill requires that the Board have an:
  - understanding of the role of law in governance,
  - understanding of the statutory and ethical roles and duties of directors, and
  - understanding of the legal risks regarding being a member of a Board.

- *Human Resource Management.*<sup>1</sup> This skill relates to the Board’s qualifications and experience in human resource management, specifically regarding the sports industry and employment law.
- *Information Technology.* This skill relates to the Board’s qualifications and experience in information technology and understanding of recent technologies in the sports industry.

## 2.4 **Industry Skills**

2.5 Industry skills relates to those skills that are relevant to the sports industry and the not-for-profit sector. These skills include, but are not limited to, the following:

- *Experience in Not-For-Profit Sector.* This relates to the Board’s experience, knowledge and skills developed as a director or as part of senior management at a not-for-profit organization.
- *Experience in a Government Agency.* This relates to the Board’s experience, knowledge and skills developed as a director or as part of senior management at a government agency.
- *Experience in National Sport Organizations (“NSO”).* This relates to the Board’s experience, knowledge and skills developed as a director or as part of senior management at an NSO.
- *Experience in Sport.* This relates to the Board’s experience, knowledge, and skills in sports at local, provincial, and international levels.

## 2.6 **Desirable Personal Attributes of Directors**

2.7 Desirable personal attributes of directors relate to those attributes and skills that are required to be an effective director and in turn, are required to have an effective Board. These attributes and skills include, but are not limited to, the following:

- *Communication.* This relates to a director’s ability to listen to other people’s views, develop and deliver cogent arguments, effectively present information, and communicate with other directors, senior management of the Company and other various stakeholders.
  - *Critical Analysis.* This relates to a director’s ability to critically analyze complex information, readily distill key issues, and develop innovative solutions to problems.
  - *Commitment (ie. Weekly Availability).* This relates to a director’s capacity to commit the responsibilities of being a director.
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- *Leadership.* This relates to a director's leadership skills, which requires that directors appropriately represent the Company, establish, and maintain an appropriate culture throughout the Board and Company and take responsibility for their actions and decisions.
- *Other.* This relates to any other pertinent information the director may feel important to include regarding "Desirable Personal Attributes of Directors"