

# WATER POLO CANADA BOARD CHARTER

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## INTRODUCTION

The Board Charter is a policy document that clearly defines the respective roles, responsibilities and authorities of the Board of Directors (both individually and collectively) in setting the direction, the management and the oversight control of Water Polo Canada as required under the [Canada Not-for-profit Corporations Act](#) and in alignment with the Canadian Sport Governance Code.

The Board Charter is a complementary document to all applicable legislation and the by-laws of Water Polo Canada and is not intended to replace any legislation or the by-laws.

## PURPOSE, VISION, MISSION AND VALUES

### VALUES

Water Polo Canada's values underpin the approach the Board of Directors uses to fulfill its responsibilities to the organization. These values guide our decision-making, the way we work together, and the way we treat each other. Our values include:

- We lead and communicate with intent
- We collaborate with purpose
- We act with integrity
- We inspire and foster achievement
- We help people grow as individuals and celebrate their accomplishments
- We embrace change
- We steward a safe and inclusive environment
- We prioritize our participants when we plan
- We are accountable to our stakeholders

### PURPOSE, VISION AND MISSION

While our Values guide how we work, our vision describes what we are working towards in the future and our mission describes why we exist or what our core purpose is. These are:

- Purpose: Provide positive water polo experiences
- Vision: Achieve international and domestic excellence.
- Mission: Build an exemplary water polo culture.

## BOARD COMPOSITION

Details regarding the composition of the Board of Directors can be found in the Water Polo Canada by-laws. Directors are expected to be familiar with the by-laws and how the board is structured.

The board may consist of a minimum of three (3) and up to a maximum of ten (10) directors, including the director position reserved for an athlete representative. Directors are elected by the membership at the Annual Meeting for three (3) year terms or as specified in the by-laws. Directors can serve no more than nine (9) consecutive years.

The Board of Directors is responsible for electing the officers, who are comprised of the role of President and the role of Vice-President of the board. Officers are elected for a one-year term at the first board meeting following the Annual Meeting. The President shall hold the position no more than six (6) years consecutively. The Officer Election Policy outlines in full the procedures for electing the officers. The procedure for the election of the officers can be found in Appendix A.

The Nominating Committee is responsible for maintaining a board succession plan that is responsive to the needs of Water Polo Canada and the interests of its membership and various stakeholders. Nominees for the open director positions are initially considered and recommended by the Nominating Committee, then elected by the membership at the Annual Meeting. The Nominations Committee will utilize a skills and diversity matrix to ensure that the board's diversity is reflective of its registrants and that the competencies and skills are representative of the needs of the Board of Directors in effectively providing oversight to Water Polo Canada and align with the Canadian Sport Governance Code. The Nomination Process for Water Polo Canada can be found in Appendix B.

The Nominating Committee will recruit at least one (1) candidate who is considered an athlete representative when there is no current athlete representative on the board or when the term of the current athlete representative is set to expire.

Although the Sport Governance Code requires that not less than 40% of the board members shall be "independent" directors, Water Polo Canada strives for 100% of directors to be independent, as per the by-laws. An independent director means that a director or prospective director has no fiduciary obligation to anybody for Water Polo at the national provincial or club level, receives no direct or indirect material from any such party, and is free of any real or perceived conflict of interest of a financial, personal or representational nature (provided that participation, in water polo does not alone cause a person not to be independent). A person who would not be considered independent will be considered to be

independent once they resign from or terminate the circumstances that give rise to the non-independence. The exception to this may be the athlete representative.

## STRUCTURE

The board delegates some of its work to committees. These committees do not, generally, have decision-making authority and work according to a terms of reference approved by the board which outlines what is expected of each committee. The primary focus of most committee work is preparing recommendations for board decision-making. Committee members are typically directors, although members of management or other individuals may be invited as per each committee's terms of reference.

Standing committees of Water Polo Canada include:

- Audit and Finance
- Risk Management
- Governance and Ethics
- Nominations and Human Resources
- Strategic Planning

The board may establish additional ad-hoc committees responsible for a specific project or topic area as needed.

Following each committee meeting, a summary of key discussion items will be included in the pre-meeting material for the next board meeting.

Directors may be asked to sit as a liaison to operational committees of Water Polo Canada. In these instances, the director does not have any decision-making authority and is simply a liaison to inform the board on key areas of interest and oversight for the board.

The Chief Executive Officer (CEO) reports to the board through the President. Board members should not liaise with management other than the CEO, which would typically be through the President. The CEO, nor any member of staff, are not members of the board. The CEO may be a member of some committee(s) of the board where deemed appropriate, although they will not have a vote. The Finance and Administration Manager (FAM) may serve on the Finance and Audit Committee of the board to support the board in better understanding financial matters. The FAM reports to the CEO, and would not have a vote. These staff members and a brief description of their responsibilities include:

Chief Executive Officer: The CEO is responsible for operationalizing the strategic plan of Water Polo Canada by managing the staff and resources of the organization and working with key partners. The CEO reports to the board through the President.

Finance and Administration Manager: The Finance and Administration Manager (“FAM”) uses their expertise and day-to-day involvement with Water Polo Canada’s finances to support the board and the Finance and Audit Committee on financial matters. The FAM reports to the CEO.

## DUTIES AND RESPONSIBILITIES OF BOARD MEMBERS

The primary responsibility of the board is the stewardship of the activities and affairs of Water Polo Canada while ensuring the organization conducts its business and affairs ethically and in accordance with good governance practices. The board’s function is not operational, as operational matters are the responsibility of the management staff of Water Polo Canada.

All new board members shall receive a proper orientation as to their role and responsibilities as directors, which includes training or information on good governance and governance practices and why it is fundamental to optimal organizational performance. This should be refreshed for all directors after each election, as needed.

The by-laws outline the following board responsibilities:

- a) The board shall be responsible for the governance of the Corporation and to manage, or supervise the management of, the activities and affairs of the Corporation. The board is charged with guiding the Corporation towards the accomplishment of its mission.
- b) The board has adopted governance policies, as well as other written policies, which may be amended from time to time by action of the board, to establish certain policies and procedures applicable to the board and the senior staff officer in the conduct of their activities.
- c) The board may, from time to time, develop and adopt charters of the board setting out in greater detail its roles and responsibilities that are not addressed in the preceding paragraph.

In addition to the responsibilities outlined in the by-laws, the board has the following duties and responsibilities:

1. Delegating authority for the operations and administration of Water Polo Canada to the Chief Executive Officer (CEO).
2. Provide effective leadership and collaborate with the CEO in:
  - a. Articulating Water Polo Canada’s values, vision, mission and strategies
  - b. Developing multi-year strategic plans and identifying strategic priorities

- c. Maintaining open lines of communication through the organization with external stakeholders on the values, vision, mission and strategies
  - d. Ensuring an organization structure is in place to support the achievement of the strategic priorities including the human and financial resources.
3. Recruitment, selection, succession planning and where might be necessary, the termination of the CEO.
4. Determining the compensation of the CEO.
5. Monitor the performance of the CEO against agreed performance indicators.
6. Review and agree to the operational plan and approve the annual operating budget as prepared by the CEO and/or FAM.
7. Monitor the achievement of the strategic and operational plans, as well as the annual budget outcomes.
8. Establish such committees, policies and procedures to facilitate effective governance.
9. Ensure, through the board committees and other appropriate processes, compliance obligations and risk management and mitigation strategies.
10. Provide and participate in board development opportunities for directors and participate in the evaluation of the performance of the board on an annual basis.
11. Ensure that systems, processes and procedures are in place for Water Polo Canada to run effectively, efficiently, and meet all legal and contractual requirements.
12. Ensure that all significant risks are adequately considered and accounted for.
13. Ensure that Water Polo Canada has appropriate corporate governance structures in place including standards of ethical behavior and promoting a culture of social responsibility and stewardship.

The board has certain legal operations and are responsible for acting in accordance with the Canadian Not-For-Profit Act and all other applicable laws. The board is also required to:

- Act honestly and in good faith with a view to the best interests of Water Polo Canada;
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and
- Exercise independent judgement.

The board has no operational involvement in the conduct of Water Polo Canada's business activities and delivery of services. Its role is setting and reviewing policy to ensure the effective delivery of all activities and services. The board may provide advice and counsel to the CEO to support the execution of their duties.

## DUTIES AND RESPONSIBILITIES OF THE OFFICERS

### PRESIDENT

The by-laws outline the following duties and responsibilities of the President:

The President will be responsible for the general supervision of the affairs and operations of the Corporation, will preside at the Annual Meeting and special meetings of the Corporation and at meetings of the board, will be the official spokesperson of the Corporation, and will perform such other duties as may from time to time be established by the board

In addition to the responsibilities outlined in the by-laws, the President has the following duties and responsibilities:

1. The President is fully informed on organizational matters, and provides leadership in the board's deliberations and decisions in matters of policy, strategy, finance, programs, personnel and advocacy.
2. Provides leadership to the board by focusing the board's activities on governance items and activities to support Water Polo Canada's mission.
3. Chairs all meetings of the board, encouraging board members to participate in meetings, discussions and decision making. Ensures that board members have the information they need to make informed decisions.
4. Chairs all meetings of the membership, including the Annual Meeting, Special Meetings or other meetings of the members.
5. Oversee the affairs and operations of Water Polo Canada through the reporting relationship with the Chief Executive Officer.
6. Ensures the review, monitoring and upkeep of the Water Polo Canada by-laws as a steward for the membership.
7. Ensures the development, monitoring, review and approval of all policies of Water Polo Canada.
8. Ensures the board members are oriented, trained, evaluated and recognized for their contributions.
9. Ensures that an ongoing strategic planning process exists for Water Polo Canada.
10. Coordinate the planning of the board's activities for the year ahead, including guiding desired outcomes of the board and of board committees.
11. In working with the Vice-President and the Chief Executive Officer, prepares the agenda for all board meetings
12. Prepares and presents required reports at board meetings.

13. Prepares and presents required reports at meetings of the members, including the Annual Meeting.
14. Ensures the committees of the board are organized on an annual basis and maintains contact with committee chairs, helping them to stay on track and monitoring performance and any additional support they might need.
15. Serves as an ex-officio member of all board committees.
16. Ensures there is a process of evaluation for the board that includes a review of both individual and collective performance of the board.
17. Participates in the selection and release of the Chief Executive Officer in consultation with a Hiring Committee and participates in any release of the CEO in consultation with the Human Resources Committee and/or board.
18. Ensures there is a process of evaluation for the Chief Executive Officer.
19. Act as a signing officer of Water Polo Canada.

## VICE-PRESIDENT

The by-laws outline the following duties and responsibilities of the Vice-President:

The Vice President will support and assist the President in all duties and responsibilities and will perform such other duties as may from time to time be established by the President or the board

In addition to the responsibilities outlined in the by-laws, the Vice-President has the following duties and responsibilities:

- The Vice-President will shadow the President, learning the requirements of the position in preparation for taking office of the President or support the role of President when succession is not imminent.
- Chairs board meetings in the absence of the President.
- Meets regularly with the President to discuss the work of the board.
- In the absence of the president, has the authority to perform the duties of the President.
- May be assigned other work, projects, committees and task-forces as determined by the Board of Directors.
- Act as a signing officer of Water Polo Canada.

## CHIEF EXECUTIVE OFFICER (CEO)

The by-laws identify the CEO as an Officer of Water Polo Canada. The position of the CEO will be filled through a contract of employment as to the terms and conditions approved by the board. Although the CEO attends board meetings, they are not a voting member of the board. The CEO reports to the board through the President.



The role of the CEO is to manage the day-to-day business and operations of Water Polo Canada, subject to the matters reserved to the board and its committees. The CEO shall assist the board in carrying out its role by providing advice and recommendations to support the approved strategies, risk and financial management; and regulatory obligations. The CEO acts within the authority delegated to them by the board and has the following duties and responsibilities.

1. Leading management in the day-to-day operations of Water Polo Canada.
2. Ensuring that Water Polo Canada is operating in an efficient and effective manner.
3. Ensuring that the day-to-day operations of Water Polo Canada are in line with the overall strategic plan.
4. Developing and recommending to the board strategies that align with the mission, vision and values of Water Polo Canada and aligned critical performance indicators.
5. Developing and providing to the board the annual operational plan to receive as information and the annual operating budget for approval. Both of which support and are in alignment with the strategic plan.
6. Ensuring the integrity of the financial reporting system and that financial controls have been approved and implemented.
7. Ensuring that all internal controls, policies, procedures and processes are effectively implemented.
8. Ensuring the human resources are in place to support the strategic and operational plans of Water Polo Canada.
9. Ensuring human resource management systems are in place, including annual reviews and staff objectives that are in alignment with the operational plan.
10. Serve as the spokesperson for Water Polo Canada.
11. In collaboration with the President, represent Water Polo Canada to external stakeholders.

## DUTIES AND RESPONSIBILITIES OF THE ATHLETE REPRESENTATIVE

The Athlete Representative brings meaningful representation to the governance structure of Water Polo Canada and for athlete voices to be heard. The Athlete Representative has all the duties and responsibilities of other members of the board.

The Athlete Representative is any individual who is retired and was a member of a Canadian national team program not more than eight years previously, in the sport of water polo.

## BOARD/CEO RELATIONSHIP

The President and CEO will work in partnership to ensure that Water Polo Canada can effectively focus on meeting its mission through the strategies approved by the board and in consultation with the CEO. The roles of the President and CEO are strictly separated. The CEO reports to the Board of Directors through the President. The CEO is not a member of the board. The duties and responsibilities of the CEO are outlined above.

## MEETINGS OF THE BOARD

### STANDARD PROCEDURES

#### **Frequency and Scheduling**

The board will hold sufficient meetings to fulfill all of its duties and obligations. There should be a minimum of four (4) meetings per year.

Meetings may be called by the President or any two (2) directors at any time. Ideally, the board will follow a schedule outlined in the board calendar, and recognize that additional meetings may be called to deal with matters of the board. As per the by-laws, a minimum of fourteen (14) days' notice is required for a meeting, unless all directors agree to meet on shorter notice.

#### **Agenda and Other Information**

The President, in consultation with the CEO and Vice-President will prepare an agenda for each board meeting that will be circulated in advance. All other board materials and papers will be circulated in advance of the meeting as outlined in the meeting expectations section of this document.

#### **Attendance**

All directors are expected and encouraged to attend all board meetings. In the event that a director is unable to attend a scheduled meeting, they should advise the President or Vice-President.

#### **Quorum**

A simple majority of elected directors will constitute quorum for any meeting of the board, as outlined in the by-laws. A director who is not in attendance at a board meeting cannot assign proxy to another director who is in attendance.

### **Conflict of Interest**

All directors will comply with Water Polo Canada's Conflict of Interest Policy. Directors are expected to disclose any conflict of interest following approval of the agenda, which will be recorded in the minutes of the meeting. Directors who have disclosed a conflict of interest should not participate in the discussion or decision making as it relates to the item or topic they have a conflict of interest in. Directors should also disclose, when known, any perceived conflict of interest so that these can be mitigated, a course of action decided upon, or to allow the director to remove themselves from any discussions or decision making.

### **Decision Making, Voting and Approval**

The board will endeavour to reach a decision by consensus, but if this is not possible, the decision will be taken by a simple majority of votes. Each member of the board is entitled to a single vote. The President and Vice-President have no additional voting powers. Should a vote end in a tie, the motion will be considered defeated.

### **Recording of Meetings**

The board will ensure that all meetings of the board are minuted and these recorded minutes are circulated to each director on a timely basis.

## **GUIDING PRINCIPLES FOR BOARD MEETINGS**

Board meetings are critical to the work of the board. The following principles will guide the board meetings:

1. Meetings should produce outcomes. This is accomplished by:
  - Expected outcomes should be outlined in board papers which are provided ahead of board meetings. Common expected outcomes would be:
    - i. a decision made by the board,
    - ii. feedback on a topic or initiative brought to the board by a committee, or
    - iii. guidance to the CEO on handling a strategic matter.
  - Action items are summarized in an action registry. Directors should review this registry regularly.
2. Meetings will be structured and have a focus on generative discussion and decision making. This is accomplished by ensuring:
  - Board papers have been prepared and distributed in advance of the meeting.
  - The agenda prioritizes items for decision and discussion over update items.

- There are templates for the agenda and board papers for business items being brought forward for decision, discussion or information.
3. Meetings should occur when there is meaningful work to be accomplished and should be on a regular time basis. This is accomplished by ensuring:
- Utilization of meeting tools such as the annual board calendar and the board action registry, as well as the annual committee calendar with action items for the year
  - Action items are recorded and also placed in the registry.

## MEETING EXPECTATIONS

To ensure that board meetings run effectively, it is expected that each director will participate as follows:

### Pre-Meeting

- A call for papers will be distributed approximately fourteen (14) days prior to the board meeting. This call for papers will include the action registry.
- Directors should aim to submit their board papers seven (7) days in advance of the board meeting. There may be some leniency granted with this deadline and papers may be accepted 3-5 days in advance of the meeting, provided there is advance notice of the context of the paper. Examples of when this leniency may be applied would include: rapidly changing environment or issue; or further time needed to review the paper.
- The agenda will be distributed electronically to the board approximately 5 days ahead of the meeting and it will provide a link or reference to the board materials that are posted in the board online folder. These board materials will include the action registry and board papers.
- Directors are encouraged to provide written questions and comments on agenda items to speakers ahead of the meeting. Generally, these questions and comments would fall into two categories:
  - 1) Points of clarification which can be addressed prior to the meeting.
  - 2) Questions which may require some preparation from the responder ahead of the meeting.

### Meetings

- Meetings will progress under the presumption that all directors will have read all board meeting materials thoroughly.
- The President plays an important role in the meetings. They are expected to:

- Keep the conversation on-topic by interrupting other speakers when necessary.
- Keep the meeting on time. This may include adjusting agenda time slots as necessary, postponing agenda items, or taking an active role in wrapping up conversations. It is important to note that a meeting is not “successful” simply by running to time. When meetings run long it should be a purposeful decision based on the need to do so.
- Determine the level of formality required for each agenda item. Some agenda items may benefit from adherence to Robert’s Rules of Order whereas others may be more informal. Directors can always request the chair adopt a more formal approach for any item if they feel a more structure would be beneficial including recorded votes when requested.
- Directors are expected to create an environment which is psychologically safe for all to express their opinions. Directors should be comfortable to respectfully challenge each other and board meetings should include healthy constructive discourse. Silence is viewed as agreement.
- Discussions of the board are confidential and are not to be disclosed to any third party. When decisions are made, the board shall speak with a single voice to the decision regardless of the discussion or outcome of the vote.
- As part of any meeting, and where needed, the board may choose to go “in-camera” for items that require sensitivity or strict confidentiality.

#### Post-Meeting

- Draft minutes and updated action registry circulated within one week of the board meeting; and

## WORK OUTSIDE OF BOARD MEETINGS

In general, meetings should be the primary means by which the board makes decisions and discusses important topics. However, in recognizing the frequency of meetings of the board as well as the breadth and depth of work the board needs to accomplish, directors will often engage with each other outside of formal meetings. These may occur in the following ways:

Electronic Resolutions: Some motions need to be passed urgently but require limited discussion due to the nature of the motion. These should be done infrequently and only on truly urgent matters. By law, electronic resolutions require 100% participation in order to be accepted.

Director-to-Director Conversations: Directors are expected and encouraged to talk with each other between meetings. These conversations are important in preparing board papers and proposed motions. Directors should be conscientious about when these “side conversations” may be replacing important discourse at meetings or covering topics on which the whole board should be aware.

Orientation and Onboarding: Onboarding is a critical part of preparing new directors for their governance roles and responsibilities. We value and invest in our onboarding process. Where possible, part of the onboarding process will be to ensure that each new director is partnered with an experienced director whose role would be to provide ongoing mentorship to the new director.

## AUTHORITY OF THE BOARD

The board has a number of responsibilities, matters and decisions that they must approve. Unless noted, these are the responsibility of the board and the board may not delegate these matters to any other person.

1. Approval of the annual report and annual financial statements of Water Polo Canada.
2. Approval of Water Polo Canada’s annual operating budget.
3. Approval of Water Polo Canada’s strategic plan including the values, vision, mission, and strategic priorities.
4. Approval of Water Polo Canada’s Risk Appetite Statement.
5. Approval of internal accounting controls and significant changes to financial or accounting policies.
6. The appointment and removal of the Chief Executive Officer.
7. Making an ordinary resolution on any by-law changes to take these recommended changes to the membership for a decision to adopt, amend or repeal the bylaws of Water Polo Canada.
8. Entering into transactions of a fundamental nature such as re-organizations, approval of contracts or transactions that do not relate to the ordinary business of Water Polo Canada or any item that may have a material effect on the financial position, future strategy or reputation of the organization.
9. Approval of the Code of Conduct of Water Polo Canada.
10. Oversight of the compliance with statutory and regulatory obligations.
11. In accordance with the Financial Management Policy, approving any expenditures above the approved threshold amount.

12. Entering into, or making a material modification to, any agreement or commitment to become liable for any indebtedness.
13. Entering into any contract, agreement or commitment out of the ordinary course of business of Water Polo Canada.
14. Making any material change to a strategic plan that has been approved by the board
15. Initiating or settling any legal proceeding involving a payment that may exceed the approved annual budget of Water Polo Canada.

## PERFORMANCE EVALUATION

On an annual basis an individual and collective board evaluation will be conducted as per the process adopted by the board. Ideally, the evaluation process is aligned with the skills matrix assessment and nominations process. Appendix B outlines the process board evaluation, nominations and board development.

The President shall ensure the evaluation of the board is conducted on an annual basis and the board is provided an opportunity to identify ways in which the board collectively and individually can enhance its performance.

## APPROVAL AND REVIEW

This Board Charter has been approved by the board on May 16, 2024 and will be reviewed as needed to ensure its content is accurate and reflects all applicable legislation and the Water Polo Canada by-laws.

## APPENDIX A: ELECTION OF OFFICERS PROCEDURE

*NOTE: The following is an excerpt from the Officer Election Policy of Water Policy Canada that describes the Election Procedure. Directors should reference and become familiar with the full policy. In the event that this procedure conflicts or contradicts the Officer Election Policy, the Officer Election Policy shall take precedence.*

1. The following procedure shall apply whenever the term of an Officer will end at an upcoming Annual Meeting of WPC in accordance with section 10.5 of the By-Laws or there is a vacancy in any Officer position more than two months before an Annual Meeting (AM):
  - i. Not less than ten (10) days before the AM or within ten (10) days of the existence of a vacancy in any Officer position (if more than two months before an AM), the Nominations Committee shall send a notification to all directors and directors who are standing for election advising that an election of the relevant Officer exists or shall take place and requesting applications for said position.
  - ii. Candidates wishing to be considered for the vacant Officer position shall submit their motivation letter and curriculum vitae to the Nominations Committee within fifteen (15) days of the date of the notification sent by the Nominations Committee. Candidates must hold or successfully obtain a position as a director in order to be eligible for election as an Officer.
  - iii. At the end of the period for submission of applications, the Nominations Committee shall forthwith provide a summary of all applications together with copies of all motivation letters and curriculum vitae to directors in good standing.
  - iv. At the first board meeting after the AM, which shall be held no later than thirty (30) days after the AM or at the first board meeting after the deadline for submission of applications for a vacancy occurring other than at an AM, the Board of Directors shall select the successful candidate for the vacant Officer position from among the applicants for the position. Each applicant shall be provided an opportunity to present and respond to questions prior to final voting.
  - v. If there is only one candidate for the vacant Officer position, the Board of Directors, by ordinary resolution, shall appoint such Individual to the vacant Officer position.
  - vi. If there are two or more candidates for the vacant Officer position:
    1. The Nominations Committee shall appoint two members of the Board of Directors who have not applied to fill the vacant Officer position, to conduct an election by secret ballot.
    2. Each director in good standing shall have one vote.
    3. If no candidate receives a majority of votes in any round of voting, the candidate with the lowest number of votes shall be dropped from the ballot and the directors shall vote on the remaining candidates.
    4. If a vote is tied, the Officer not then up for election shall cast the deciding vote.



5. At the conclusion of the election, the Board of Directors shall, by ordinary resolution, appoint the successful candidate to the vacant Officer position.

## APPENDIX B: BOARD DEVELOPMENT AND RECRUITMENT PROCESS

*NOTE: The following is an excerpt from the Board Eligibility and Determination Policy of Water Polo Canada that describes the process for both nomination and board development and evaluation. Directors should reference and become familiar with the full policy. In the event that this process conflicts or contradicts the Policy, the Policy shall take precedence.*

PROCESS	TIMELINE
<p>Current Assessment of Board Skills and determination of who is continuing on the board. Board Self Evaluation to allow individual board members to reflect on their effectiveness.</p> <p><i>Tools used:</i></p> <ol style="list-style-type: none"> <li>1. Board Skill Matrix</li> <li>2. Board Evaluation Tools</li> </ol> <p><i>Responsibility:</i> Governance Committee <i>Who:</i> All Board Members participate</p>	6 months out from AGM
<p>Identification of Skills Required on the Board Identification of potential people</p> <p><i>Tools used:</i></p> <ol style="list-style-type: none"> <li>1. Analysis of the Matrix Tool</li> <li>2. Knowledge of who is continuing on the board</li> </ol> <p><i>Responsibility:</i> Governance Committee to meet and review the matrix and make recommendations on “skills” required on the board based on gaps identified and strategic initiatives/directions identified by the board. These gaps are then presented to the board and subsequently shared with the Nominations Committee</p>	5 months out from the AGM
<p>Meeting with Prospective Board Members</p> <p><i>Tools used:</i> Overview of Organization to ensure standard information from all committee members is shared to prospects</p> <p><i>Responsibility:</i> Nominations Committee, Board, Chief Executive Officer</p>	5 months to 2 months out from the AGM
<p>Call for Nominations</p> <p><i>Tools used:</i> <i>Call for Nominations Form</i></p> <p><i>Responsibility:</i> Nominations Committee, support provided as needed to communicate out by the Chief Executive Officer.</p>	3 months – 6 weeks out from the AGM
<p>Interviewing and Screening Interested Candidates</p> <p><i>Tools used:</i></p> <ol style="list-style-type: none"> <li>1. Board Screening Questionnaire (Screening Policy)</li> <li>2. Standard Interview Questions</li> <li>3. Declaration of Conflict of Interest (policy and form)</li> </ol> <p><i>Responsibility:</i> Nominations Committee with support from Chief Executive Officer</p>	2 months to 1 month out from the AGM
<p>Decision to place for Nomination at the AGM</p> <p><i>Tools used:</i> Interview analysis and skill analysis, nominee evaluation metric, screening questionnaire analysis; conflict of interest declaration</p> <p><i>Responsibility:</i> Nominations Committee</p> <p>The nominations committee will provide an update to the Governance Committee who will share with the Board of Directors for information only</p>	1 month out from the AGM
<p>Orientation of New Members to the Board</p> <p><i>Tools used:</i> Board Orientation Manual</p> <p><i>Responsibility:</i> Governance Committee <i>Who:</i> Governance Committee, President or Chief Executive Officer</p>	Prior to first board meeting after the AGM.

## APPENDIX C: LIST OF ACRONYMS

AAP	Athlete Assistance Program
ACA	Aquatics Canada Aquatiques
AGNT	Age Group National Team
AQUA	World Aquatics (formally known as FINA)
AWPA	Alberta Water Polo Association
CAC	Canadian Association of Coaches
CCES	Canadian Centre for Ethics in Sport
CEO	Chief Executive Officer
COC	Canadian Olympic Committee
CPC	Canadian Paralympic Committee
FAM	Financial and Administration Manager
HC	Head Coach
HP	High Performance
HPD	High Performance Director
INS	Institut National du Sport du Quebec
LTAD	Long Term Athlete Development
MNT	Men’s National Team
NCL	National Championship League
NSF	National Sport Federation
NSO	National Sport Organization
OSIC	Office of the Sport Integrity Commissioner
OTP	Own the Podium
OWPA	Ontario Water Polo Association
PAQ	PanAm Aquatics (Pan American)
PTSO	Provincial/Territorial Sport Organization
RISE Program	Resilience Improvement Sportsmanship Empowerment
RM	Risk Management
SSP	Sport Support Program
SSWG	Safe Sport Working Group
TOR	Terms of Reference
UCCMS	Universal Code of Conduct to Prevent and Address Maltreatment in Sport
WPNL	Water Polo Newfoundland
WNT	Women’s National Team
WPC	Water Polo Canada
WPW	Water Polo West