

CALGARY SPORT + MAJOR EVENTS COMMITTEE



TERMS OF REFERENCE

JANUARY 2018



CALGARY SPORT & MAJOR EVENTS (CSME)

COMMITTEE

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January 2018

1.0 Background

In May 2005, The City of Calgary recommended the implementation of the “Calgary Sport Tourism Authority (CSTA).” Since then, the CSTA has proven successful at supporting the process in bidding for and hosting events that enhance Calgary’s image on an international stage and contribute significantly to the economic, social, and cultural landscape of Calgary. Tourism Calgary has overseen the administration and management of the CSTA.

With direction from The City of Calgary (The City), Tourism Calgary, and former CSTA members, this new Terms of Reference document was developed for the purposes of evolving and enhancing Calgary’s capacity to attract and host major events. The new Calgary Sport & Major Events Committee (CSME) and these Terms of Reference align with The City’s new Cultural Plan for Calgary, revised Civic Sport Policy, and Tourism Calgary’s Destination Strategy.

The vision for the Calgary Sport & Major Events Committee, working with other key organizations in Calgary, is to win bids for and attract major sports, recreation and cultural events to generate incremental economic and social benefits for sport, culture, tourism, and the broader community.

2.0 Role

2.1 CSME’s role is to provide strategic direction, advice, and due diligence in the proactive process of evaluating and attracting major sports and culture events for the city of Calgary. Based on event selection priorities and criteria, developed by CSME, members will evaluate and recommend bid programs and events for potential investment.

2.2 Members will be expected to contribute through key advocacy and communication channels within the community; promote and support the initiatives of the CSME.

2.3 CSME is an advisory committee to both The City and Tourism Calgary.

3.0 Accountability and Mandate

3.1 CSME is accountable to Tourism Calgary and The City. Tourism Calgary is responsible for providing leadership, administrative and financial support to CSME. CSME will operate as an advisory committee under the bylaws that govern Tourism Calgary (Article 7; see Appendix A), filed under the *Societies’ Act* (Alberta).

3.2 CSME will submit an annual summary report through Tourism Calgary to The City as part of the annual reporting process to The City.

3.3 CSME will supply copies of all documents if requested by The City including, but not limited to, plans, strategic documents, minutes, reports and other information.

3.4 CSME will establish key performance measures which will be part of its annual reporting of Tourism Calgary to The City.

3.5 CSME will act honestly and in good faith with a view to the best interests of sport, culture and tourism sectors and that of The City.

4.0 Membership

4.1 CSME is committed to advancing diversity and the value of effective not-for-profit governance frameworks. CSME is committed to be a leader in the area by:

4.1.1 Continually adopting governance and board diversity best practices and principles;

4.1.2 Promoting expanded definitions of experience, expertise, and education and to include such considerations as age, ethnicity, gender identity, ability, income, sexual orientation, national origin and family; and

4.1.3 Encouraging the community of organizations that make up the local sport sector and creative industries to continually assess and advance board diversity and effective not for profit governance frameworks.

4.2 CSME shall be comprised of a minimum of 8 members to a maximum of 14 members (not including observers or ex officio members).

4.2.1 The inaugural CSME will be appointed by City Council, based on Tourism Calgary's recommended nominees, according to the process identified in 4.6 through 4.9

4.3 Tourism Calgary will recruit and advertise publicly through processes that attract a diverse pool of candidates. Regular appointments made by City Council will occur at its Organizational Meeting of Council in October of each year. Tourism Calgary will hold the duties and obligations in relation to recruitment, advertising, preparation and distribution of applications for CSME members including reference, security checks and interviews. As well, Tourism Calgary will comply with section 5.12 of The City's *Governance and Appointments of Boards, Commissions and Committees Council Policy* and *Investing in Partnerships Policy*.

4.4 Working with Administration, a report with Tourism Calgary's recommended slate of nominees will be brought to City Council for appointment in accordance with the skills matrix described in sections 4.6 and 4.9. Following the initial nomination to create the CSME, at minimum, two candidates shall be recommended for each vacant position.

4.5 Tourism Calgary may make mid-term nominations should vacancies or other needs of CSME arise. Working with The City's Administration, a report to City Council will be brought forth with nominees for appointment by City Council. When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service for that member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.

4.6 Tourism Calgary will recommend the nominees based on a skills matrix and other assessed needs of The City of Calgary and the CSME.

4.7 City Council, for each vacancy on CSME, shall appoint one of the nominees recommended by Tourism Calgary. City Council shall have the right to not appoint CSME members from the pool of nominees and request that Tourism Calgary provide further nominees for each vacancy.

4.8 Recommended candidates will have a combination of recognized leadership dimensions and demonstrated or potential expertise of skill (see Appendix B) in areas including but not limited to:

- private sector leadership
- corporate economics
- marketing and sponsorship
- public engagement and community impact
- stakeholder and government relations
- board and institutional governance
- security and risk management
- venue and facility management
- transportation and accommodation
- legacy planning and implementation
- sport sector, cultural sector and creative industries governance
- athlete and artist services

4.9 CSME will develop a skills matrix for assessing potential candidates. This matrix will be reviewed and approved by both Tourism Calgary and The City.

5.0 Organization

5.1 The members of CSME shall elect a Chairperson from amongst their membership. The Chairperson will be elected for a two-year term, which can be renewed indefinitely until his or her member term limit is reached.

5.1.1 The initial Chairperson for the inaugural CSME will be appointed based on a joint recommendation of Tourism Calgary and The City. All subsequent Chairpersons will be elected by the process as per clause 5.1.

5.2 Tourism Calgary will assign a senior executive employee of the organization to be a non-voting participant of CSME, and will work with the direction of the CEO of Tourism Calgary and in support of the Chairperson to complete the work plans as recommended by CSME.

5.3 The City will appoint two (2) non-voting, City Observers of CSME, who shall be entitled to receive notice of, attend, and receive materials (including agendas, minutes and draft resolutions) relating to the meetings and any committees thereof, including in camera meetings and materials provided in camera. The City will promptly provide the Chair with the name and contact information of The City Observers, and may thereafter replace its City Observers by written notice to the Chair. A City Observer may appoint in writing a designate from The City to attend a meeting in place of the City Observer and shall notify the Chair of such designate.

6.0 Terms

6.1 Members will serve a two-year term starting upon the date of their selection to CSME. A member may serve a total of three terms, consecutive or non-consecutive, for a total of no more than six (6) years of service. The terms of half of the total inaugural CSME members nominated by Tourism Calgary in 2017 shall be limited to one (1) year.

6.2 Any members from the CSTA as of 2017, should they be nominated based on assessment against the skill matrix and confirmed by City Council as members of CSME, will have their initial terms set at one-year, expiring in 2018.

6.2.1 If City Council appoints an individual who has previously served on the CSTA, such person(s) shall be allowed to serve for a maximum of 3 years (an initial one-year term, and if appointed, a subsequent two-year term).

7.0 Meetings

7.1 CSME will meet at minimum 5 times annually. The meetings will be scheduled at the convenience of the members, with participation from The City and Tourism Calgary.

7.2 All meetings will utilize Robert's Rule of Order for process, including the compiling of meeting minutes. Quorum for meetings will be half (50%) of the members active at the time the meeting is scheduled (vacancies are not included).

APPENDIX A

Except from Tourism Calgary's Bylaws

7.1 Board Committees

- 7.1.1 The Board shall establish a Governance and Human Resources Committee, an Audit and Finance Committee, a Marketing and Stakeholder Relations Committee, a Nominating Committee and such other committees as the Board may from time to time determine (each, herein called a "**Committee**"). The Board may delegate to such Committees any of the powers of the Board except those which a Committee has no authority to exercise under the Act.
- 7.1.6 The mandate, powers and reporting requirements of each Committee shall be as determined annually by the Board and set forth in its governance documents which may be made available to the public upon request in such manner as the Board determines appropriate.
- 7.1.7 Except as otherwise provided in this Article 7, each Committee shall determine its own internal procedures.

APPENDIX B

CSME – DEFINITIONS OF AREAS OF EXPERTISE

private sector leadership

Experience with large-scale, high value partnerships between event rights holders and the destination.

Experience with the accountability expected by the investment of taxpayers' funds.

corporate economics

Experience in assessing economic impact of initiatives at the planning stage, event execution and post event.

Experience and understanding of the fiduciary responsibility to the public.

marketing and sponsorship

Experience and understanding the marketing impact and processes of bidding and event hosting.

Experience with event sponsorship and contracting.

Experience in communicating and promoting the benefits of destination development.

public engagement and community impact

Experience in evaluating community impacts from multiple perspectives including economic, social, cultural and environmental. Experience in ongoing engagement with sector serving community organizations.

stakeholder and government relations

Experience in providing strategic direction to the process of evaluating and attracting international and national events.

Experience in developing and implementing strategies to engage critical stakeholders at all orders of government and in the broader community.

board and institutional governance

Experience as a member of the board of a commercial or not for profit organization.

Knowledge of the individual and collective responsibilities of a board and its committee members.

security and risk management

Experience in both the development and resourcing of emergency response plans and an understating of global security trends.

Experience in risk assessments and risk management related to major events.

venue and facility management

Experience in the field of venue and facility management including, but not limited to, planning; designing; leasing; space planning; project management; capital management; construction management; facility marketing; building and operation management; and real estate acquisition, planning and disposal.

transportation and accommodation

Experience in transportation, athlete villages, and accommodation strategies including knowledge of how to effectively integrate existing facilities and capital projects within prospective bid opportunities.

legacy planning and implementation

Experience in leveraging hosted events to deliver the greatest possible benefits for sport, culture, tourism and community for long-term benefits.

Experience in the field of legacy planning and implementation. This entails a broad array of disciplines including, but not limited to, physical legacy; sporting legacy; cultural legacy; hosting legacy; participation legacy; economic legacy; social legacy; and environmental legacy.

sport sector, cultural sector and creative industries governance

Experience and understanding of social issues around health, integration and community cohesion to provide alignment of priorities of the sport sector, cultural sector and creative industries including working with arm's-length civic organizations and volunteer public boards.

athlete and artist services

Experience and understanding of the delivery of targeted training and support services for high-performance athletes and their teams.

Experience and understanding of the programs and resources required or available within the cultural communities.