



CANDIDATE BRIEF

# CHIEF EXECUTIVE OFFICER

## CURLING CANADA



# ABOUT THE ORGANIZATION

Curling Canada is the national governing body for the sport of Curling in Canada.

Its mission is to inspire and lead all Canadians, from playground to podium, to make curling a part of their lives in the way they enjoy it most by fostering an environment and system that allows them to achieve their personal goals.

## **CURLING CANADA'S VALUES ARE:**

### **Inclusivity through Curling:**

We must reflect and consider Canada's heterogeneous population. We invite all to share their experiences and expertise in a way that works for them so we can more effectively govern and deliver the sport.

### **Excellence in Performance:**

We commit to adopting best practices in curling performance delivery, operations and governance. We consistently review our performance with an aim to identify actions for improvement. We aspire to be world leading in our sport on and off the field of play.

### **Authenticity in Stakeholder Engagement:**

We seek out opportunities to listen to the viewpoints of our diverse set of stakeholders. We consider feedback when making decisions and share our rationale with stakeholder groups.

### **Fairness in Play:**

We structure curling event, program, and fan delivery and organization processes to ensure all can participate. We are fair when we are open and honest and share information.

### **Personal Growth:**

We invest time and effort into our sport and roles that correlate with development. We provide opportunities for personal and professional development.

### **Genuine Enjoyment:**

We enjoy curling delivery, oversight and the sport itself. We provide meaningful work and experiences that match the interests and passions of those whom we touch.



# ABOUT THE ORGANIZATION CONT.

Curling Canada is governed by the Canada Not-for-profit Corporations Act. It is a Registered Canadian Amateur Athletic Association (RCAAAA); a not-for-profit Association whose exclusive purpose and function is to promote amateur athletics in the form of curling in Canada on a nation-wide basis.

The Members of Curling Canada are the Provincial and Territorial Curling Associations (Member Associations) incorporated as not-for profit corporations or societies within their applicable jurisdictions.

Curling Canada depends on Government of Canada and associated sport system funding but also self generates over 80% of its revenue through hosting multiple national and international events each year including the Men's and Women's National Championships (the Brier and the Tournament of Hearts) as well as one Men's or Women's International Championship each year. These events are broadcast nationally and internationally and are major broadcasts and live-attended events on the sports calendar in Canada.

**Per Canada Sport Policy, Curling Canada is both responsible and required to uphold the following:**

- Overseeing the regulation of Curling within Canada
- Managing high performance programs and influencing daily training environments
- Selecting and managing national teams with exclusive rights to name teams to World and nomination to the Canadian Olympic and Paralympic Committees
- Implementing national initiatives to develop and promote Curling
- Providing professional development for coaches and officials in Curling
- Proposing and supporting bids for international competitions in Canada





# SCOPE OF POSITION

The Chief Executive Officer (CEO) is accountable to the Board of Governors for providing leadership and direction to Curling Canada in a manner that enables the achievement of its vision and goals. The CEO is responsible for overall leadership and management of Curling Canada within the policies established by the Board and for the achievement of the organization's strategic and operational goals and objectives within the scope of the CEO delegated responsibilities.

## REPORTING RELATIONSHIPS:

### Reports to:

Board of Governors

### Directly Supervises:

Executive Director Corporate Services; Director Club

Development & Championship Services; Director, Communications & Media;  
Governance Advisor; Director High Performance; General Manager Events;  
Corporate Administrative Assistant

### Key Relationships:

- Curling Canada Staff
- Board of Governors
- World Curling Federation and other Curling Associations
- Operations Advisory Council/Executive Directors in Member Associations
- Federal Department of Canadian Heritage (Sport Canada)
- Canadian Olympic Committee (COC)
- Canadian Paralympic Committee (CPC)
- Canadian Sport Centres and Institutes (CSC/CSI)
- Other National Sports Organizations (NSO's)
- Coaching Association of Canada (CAC)
- Sponsors and Agencies (i.e. advertising, insurance broker, uniform partners)
- Broadcasters

# ROLES AND RESPONSIBILITIES

**Board of Governors:** Ensures that the Board has all the information necessary to exercise their governance responsibilities. Works closely with the Board in charting the future course of Curling Canada. Reports to the Board on a current basis all relevant information regarding the outcomes of Curling Canada's operations. Provides counsel, advice and recommendations on issues and strategies to the Board on all matters affecting the business of the organization.

**Board Committees and Task Forces:** In conjunction with the Chair, provides resources and support to the Committees and Task Forces established by the Board. Works directly with the Athlete Council in order to ensure a strong and vibrant athlete voice is part of decisions which affect them.

**Strategic Plan:** In collaboration with all of the constituent elements of Curling Canada, formulates and recommends to the Board a Strategic Plan for Curling Canada, oversees its implementation and monitors its progress. This plan will provide a future vision of the role of Curling Canada; define the critical issues that must be addressed to move towards the future vision; and set out specific objectives and strategies to deal with those issues. This plan will be reviewed annually with the Board and updated as needed.

**Annual Plan:** Formulates and recommends to the Board an Annual Plan for Curling Canada which will support the achievement of the objectives established in the Strategic Plan. Submits to the Board periodic analysis of progress in achieving objectives, sets out rationale for variances and recommends modifications to the plan if necessary.



## ROLES AND RESPONSIBILITIES CONT.

**Annual Objectives for the CEO:** In the context of the organization's strategic and operating plans, recommends annual personal performance objectives for the CEO to the Board through the HR Committee Chair and reports on progress against those objectives quarterly and annually. Conducts a parallel performance management process with those reporting to the CEO.

**Organization and Management Staff:** Ensures that an effective organizational structure is established which reflects operational needs and prescribes the authority and responsibilities of staff as they relate to the accomplishment of specific objectives and priorities. Ensures an effective performance management system is in place for all employees.

**Human Resources Leadership:** Provides strong and effective leadership to Curling Canada's staff in order to capitalize on the full potential of this most critical resource. Communicates, motivates, guides and directs all those involved with Curling Canada to contribute fully to the realization of the vision, goals and objectives. Maintains high visibility throughout the organization.

**Operations:** Ensures Curling Canada's strategic and operating goals and objectives are achieved in each of the core operational elements through the Director with leadership responsibility of that area:

- Financial results/risk management
- Revenue Generation and innovation
- Marketing and Communications
- Human Resources Management and leadership development
- Championship Services
- Junior Development, Feeder System
- High Performance
- Event Delivery and Fan engagement
- Member Support and Advocacy
- Athlete wellness and safety



# ROLES AND RESPONSIBILITIES CONT.

**External Relationships:** Develops and maintains highly productive relations with leaders of strategic partners within the sport system in Canada. This is fundamental given the system is complex and is comprised of many interdependent strategic partners playing critical roles in achieving the overall goals of the system. These include:

- Member Associations
- Federal Department of Canadian Heritage (Sport Canada)
- Canadian Olympic Committee (COC)
- Canadian Paralympic Committee (CPC)
- Canadian Sport Centres and Institutes (CSC/CSI or COPSIN)
- Broadcast Partners
- World Curling Federation
- Marketing and Sponsorship Partners
- External Agencies
- Tourism and local government related to events
- Coaching Association of Canada (CAC) Coaches of Canada (CofC)
- Private donors/supporters/sponsors

**Communications:** Ensures the flow of accurate and timely communications to and from partners in the system and, as appropriate, the general public. To that end, annually and as part of the business plan, develops and implements communication strategy that supports the achievement of the Curling Canada's overall goals and objectives.

**World Curling Federation:** Keeps abreast of trends and developments in curling nationally and internationally. Recommends new and innovative approaches to ensure that Curling Canada remains at the forefront of this sector.





## CRITICAL TECHNICAL SKILLS

- Strong financial acumen – experience in managing a large complex organization that is revenue driven and requires innovation in both revenue generation and cost management skills. Must be highly conversant in financial reporting including income statements, balance sheets, cash flow etc.
- Excellent commercial, negotiation, and marketing skills. Knowledge of licensing, merchandising, marketing sponsorship and fulfillment, and broadcast.
- Large event design and delivery – bidding and event design evaluation.
- Market and marketing research. Adept at identifying key target audiences and strategically analyzing campaigns.
- Government and stakeholder relations and advocacy – strong skills in working with government agencies, departments, and NGOs across multiple sectors and jurisdictions in a changing and often politically charged environment.
- Experience developing and communicating budgets and strategic plans.



# CRITICAL LEADERSHIP SKILLS

- Ability to manage in ambiguous circumstances with imperfect information.
- Flexibility and resilience – events are high-risk businesses that need to be understood in the context in which they are being delivered. Many things change that are not controllable internally or externally.
- Exceptional ability to work with people from all walks of life with empathy, respect, and compassion. Develops an acute appreciation of the critical skills of each board member. Can develop trusting relationships with board chair, committee chairs, and board members. Leads with integrity and respect as the face of the organization. Responds to stakeholders in a timely manner.
- Always demonstrates a professional and respectful demeanor to all stakeholders, media, and partners.
- Ability to discern not only what one can/may do in a situation but what one ought to do.
- Chooses to do the right thing.





## KEY VALUES AND BEHAVIOURS

**Personal Attributes:** Composure, Emotional Intelligence, Self-Assured, Diplomacy and Tact, Credibility, Focus on Priorities, Curiosity and Innovation, Define and Deliver with Excellence, Resilience, Adaptability, Sound Decision-making and Judgment.

**Drivers:** Driven by Change, Challenge, Collaboration, Influence, Process, Balance, Inspiration, Independence

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Curling is a place for everyone. An individual's journey into curling begins with community clubs. Therefore, it's crucial that clubs are able to create environments where people feel welcome and enjoy their experience.

This will help foster a new wave of diverse members. It is important that they feel safe and free of any discrimination or maltreatment. Curling Canada has created an Equity, Diversity and Inclusion Policy as well as a digital resource kit in support of creating meaningful change towards greater diversity and inclusivity in the sport of curling, available [here](#).

# SRI

SRI is an executive search and talent consulting boutique that helps clients navigate their complex and ever-evolving talent challenges. SRI exists to unlock exceptional people, teams, and organizational performance for companies who are big on ambition and small on the status quo.

Founded in the UK 2001 as a single-sector search firm, SRI has grown into a global organization with deep expertise across industries operating at the intersection of content, commerce & technology. With offices in North America, Europe and APAC, the combination of our integrated, global presence and strong regional insight creates a rich network of resources for our clients.



For a confidential discussion about the role, please contact [curlingcanada@sriexecutive.com](mailto:curlingcanada@sriexecutive.com)

**Jeff Yocom**  
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Diversity, equity & inclusion (DEI) is a fundamental priority for SRI. Our philosophy focusses on embedding inclusive behaviors and processes across every element of our business practices, internally and in our work with clients and candidates.

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