



## CALL FOR CANDIDATES FOR CURLING CANADA BOARD OF GOVERNORS

Do you have a passion for curling and a desire to make a difference? Help lead the sport you love. Curling Canada is seeking qualified, passionate candidates to join its Board of Directors and play a pivotal role in shaping the future of curling in Canada.

At Curling Canada, our purpose is clear: to create meaningful experiences. Guided by our vision of a sport where everyone is unique but never belonged more, we are committed to setting the standard for belonging through sport. We bring this to life through authentic values, a strong and passionate community, and the courage to elevate a beloved and historically Canadian game through unique and impactful experiences.

Our work is rooted in four core values: leadership, community, courage, and passion. These values shape everything we do, from supporting grassroots participation to celebrating excellence at the highest levels of competition. Whether you are stepping onto the ice for the first time or competing on the national stage, our promise is to support your curling journey, every step of the way.

That is who we are, and that is what you can expect when you are part of the Curling Canada family. Our organization is committed to ensuring that people from equity-deserving communities, including Black, Indigenous, and People of Colour, members of the 2SLGBTQI+ community, people with disabilities, and Indigenous peoples, see themselves represented in leadership.

We believe that real, lasting change happens where decisions are made. That is why we are dedicated to building a board that truly mirrors Canada's diversity, fostering a culture where inclusion isn't just a value on paper, but something lived and led from the top.

We are stronger with your presence and perspective, and it is vital to our long-term vision.

We realize that not seeing oneself in an organization you wish to belong to may be a deterrent to applying or the task may seem daunting to those not familiar with being part of a board of directors. We encourage anyone wishing to apply to reach out directly to our governance advisor Oksana Ermolenko ([oksana.ermolenko@curling.ca](mailto:oksana.ermolenko@curling.ca)) and connect to discuss pathways to join the Curling Canada Board.

In support of building a skilled and effective Board, Curling Canada has developed a comprehensive Board skills matrix to guide its recruitment and selection process. (Schedule A).

The Board meets eight times a year, and more, if required. Most of the meetings are held electronically in the evenings (eastern time). Traditionally there have been two in-person meetings held in different Canadian cities across Canada, typically over a weekend. Governors also receive assignments to serve on one or more Board committee. Currently, there are five standing committees (Governance, Finance and Audit, Human Resources, International and Risk). The Board may also form ad-hoc committees from time to time to work on specific tasks. Each Board committee forms its own work plan and meeting schedule.

At Curling Canada's Annual General Meeting (AGM) to be held on September 26, 2026, Curling Canada will usher in its Board of Governors for the next term by way of an election by the members of Curling Canada, namely the provincial and territorial curling associations across Canada.

Our 2025 - 2026 Board consists of 10 elected Governors. This year, three (3) candidates will be elected to the Board by our Member Associations. The three candidates will be elected for a four-year term.

## **CANDIDATE SEARCH**

Interested candidates are invited to submit a completed nomination form (including all applicable schedules) along with a current curriculum vitae. Submissions should also include a brief personal statement outlining your motivation for seeking a position on the Board, the unique skills and perspectives you would bring to advancing Curling Canada's mission, and your personal objectives as a Governor should you be elected.

For the 2026-2027 year, our current board's gap analysis has identified a particular interest in receiving applications from candidates who demonstrate the following areas of skills and expertise (in order of significance), in addition to core attributes identified in the Skills Matrix (Schedule "A"):

- Governance
- Finance (professional designation such as CPA is desirable)
- Marketing/Brand Experience
- Stakeholder Relations
- Technology and Information Security with particular focus on cybersecurity and AI-related knowledge
- Curling Canada's By-Laws prescribe that the Board must be comprised of no more than 60% of one gender. To satisfy this requirement, the 2026 slate of candidates must include at least two individuals who identify as non-male
- Risk Management
- Senior Leadership Experience

Ability to carry on a meaningful conversation in English and French is an asset and will be viewed as an additional and equally important competency.

## **GOVERNORS SEEKING RE-ELECTION**

Governors seeking re-election will be subject to the same scrutiny and submission timelines as external candidates.

## **ELIGIBILITY TO BE GOVERNOR**

A candidate for the Board of Governors may be nominated to seek the position of a full-term Governor, a replacement Governor, or both.

Section VIII (6) of Curling Canada's bylaws and Subsection 126(1) of the Canada *Not-for-Profit Corporations Act*, mandate that a Governor must:

- be at least 18 years old
- not have been declared incapable under the laws of a Canadian province or territory, or by a court in a jurisdiction outside Canada
- be an individual (a corporation cannot be a director)
- be independent
- not be in bankrupt status.

It is the applicant's responsibility to ensure and confirm that these criteria are met.

All qualified candidates will be required to obtain and submit clear police and vulnerable sector record checks.

## **PROCESS**

After submission of the nominating form and required attachments, the Candidate Search Committee will screen all applications received to ensure that they meet the minimum qualifications required at law for a director. Candidate applications will then be reviewed and evaluated against the foundational attributes and qualities that are expected of all Governors, to arrive at a list of candidates who are qualified to be elected to the Board of Governors of Curling Canada.

The Candidate Search Committee will undertake further evaluation to identify candidates who have the required skills and experience to fill the Board skill gaps previously identified in the Skills Matrix Gap Analysis. From this group, the Candidate Search Committee will select for advancement a slate of candidates for open positions for the Board.

Following these evaluations, the Candidate Search Committee will present to the Board a report summarizing their activities and the slate of candidates.

The Board will be asked to approve the work of the committee. Upon such approval, the slate of candidates will be submitted to the Members on or about August 18, 2026, and no later than seven (7) days prior to the first day of the Annual Meeting. As permitted by the Act, candidate nominations may also be accepted from the floor at the time of the election during the AGM.

**SUBMISSION OF APPLICATIONS**

The deadline for submitting applications is **5 p.m. (ET), July 10, 2026**.

Applications are to be submitted by email to Oksana Ermolenko, governance advisor, Curling Canada: [oksana.ermolenko@curling.ca](mailto:oksana.ermolenko@curling.ca)

*Subject line: Board Candidate Search, 2026*

Curling Canada will confirm receipt of each nomination via email to each candidate. Please ensure you receive this confirmation. Please contact Oksana should you have any questions.

**WEBSITE/COMMUNICATION**

<https://www.curling.ca/about-us/about-curling-canada/board-of-governors/>

**PRELIMINARY CALENDAR OF KEY DATES FOR 2025 ELECTION**

	<b>PROCESS</b>	<b>DATE</b>
1.	Call for candidates	June 1, 2026
2.	Deadline to submit candidates	July 10, 2026
3.	Deadline for incumbent candidates	July 10, 2026
4.	Candidate Search Committee review of candidate applications	July 13 – July 17, 2026
5.	Governor Candidate interviews (all - including incumbents)	July 20 – August 7, 2026
6.	Candidate Search Committee recommendations to Curling Canada Board of Governors	August 17, 2026
7.	Board approval of Committee recommendations	August 17, 2026
8.	Information Session of the Governance Advisory Council and announcement of Candidates	August 18, 2026
9.	Member Associations individual interviews with Candidates ( at the Member Associations’ discretion)	August 19 – September 10, 2026

10.	Deadline for documentation of Candidates that are intended to be nominated from the floor at the AGM *	September 16, 2026
11.	Annual General Meeting (AGM, held virtually): nominations from the floor and election of Governors*	September 26, 2026

*\* It is requested (but not required) that documentation of candidates that are nominated from the floor be submitted to the Candidate Search Committee ten (10) days prior to the AGM. This will ensure the submission and materials can be assessed by the Candidate Search Committee and distributed to Member Associations for their consideration.*

Attachment - Nomination Form for Board of Governors



## CURLING CANADA

### BOARD OF GOVERNORS NOMINATION FORM

This information will be used for the purpose of your consideration by the Candidate Search Committee, for any Board, Committee, or other involvement with Curling Canada from the date hereof until the conclusion of the 2026 Annual Meeting and for contacting you regarding any meetings or information that is sent to you if you are selected.

Name	
Street Address	
City	
Province	
Postal Code	
Email	
Phone Number	

**Please ensure you complete Schedules “A”, “B” and “C”.**

**Schedule "A"**  
**Curling Canada Board of Governors Candidate Search Form**

**I. Expertise**

Please identify your area(s) of specific expertise you would be able to bring as a Governor of the Board of Curling Canada by checking appropriate boxes. In identifying these areas, it is understood you would be able to participate on related committees and that you possess skills and knowledge in such areas.

Please see the attached **skills matrix** for a further description of required skills.

Senior/Executive Leadership Experience	
Risk Management	
Project Management	
Financial Acumen ( <i>financial designation ideal</i> )	
Strategic Thinking	
People Leadership ( <i>HR designation ideal</i> )	
Strategic Communications	
High performance Team Member/Competitive Curler	
Governance Expertise	
Marketing/Brand Expertise	
Canadian Curling System Structure Knowledge & Understanding	
Stakeholder Relations	

**Diversity (Optional)**

**Please check the following if you wish to do so:**

Bilingual (French/English)	
Indigenous Person	
Person with a disability	
Identify as LGBTQAI	
Identify as 2S	
Identify as non-binary	
Other equity-deserving group	



## Curling Canada Board Competency Framework - Skills Matrix

### **Each Governor must possess the following core attributes:**

- Independence and sound judgment – they have the courage to ask tough questions and voice their opinions. Their loyalty to the organization’s interests may demand that they express dissent and persist in requiring answers to their questions.
- Integrity – demonstrate personal integrity, are trustworthy, and insist the organization behave ethically.
- Long-term, strategic outlook.
- Organizational Governance knowledge and experience at a somewhat complex organization.
- Knowledge of business issues and financial matters.
- Demonstrated ability to operate effectively as part of a diverse team.
- Continuous improvement mindset – including being open to new ideas, are strategically agile and responsive to change.
- Conflict resolution – they are oriented to resolve conflict, are resilient after it occurs and support board decisions once made.
- Commitment to the Risk based Governance model.

### **Each Governor must also be willing to:**

- Understand and exercise their fiduciary responsibilities.
- Attend and contribute to Board and committee meetings – they are available, invest time and resources to understand and advance the organization and are passionate about the organization’s success.
- Devote the time and effort necessary to be an effective board member.

The Curling Canada board as a group ideally adequately satisfies the thirteen specific competencies identified in the table below. Each Governor is ideally able to satisfy **a minimum of three** specific competencies in order to be ready to serve in the role.

The goal is to have diverse and valuable perspectives amongst the Governors to bring to board discussions and decisions.

Curling Canada’s Diversity, Equity and Inclusion Policy provides that Curling Canada will encourage balanced representation on its Board of Governors. Those gubernatorial candidates

who identify as being members of underrepresented groups shall be accorded preference by the Candidate Search Committee.

Curling Canada’s Official Languages Policy affirms Curling Canada’s commitment to the promotion and use of Canada’s two official languages in the delivery of its services. Those gubernatorial candidates who demonstrate proficiency in both official languages shall be accorded preference by the Candidate Search Committee.

**In the Skills Matrix below, please provide examples illustrating your skills, designations and experience that you have:**

Competency	Description	1-3 examples clearly illustrating level of competency
<b>1. Senior Leadership Experience</b>	<p>Experience as a Senior/Executive leader in a government/public sector or private sector organization.</p> <p><i>examples: sitting at a senior leadership table, attending executive meetings, engaged in direct interaction either reporting to or as a key resource to a governing board of a complex organization.</i></p> <p>This means engagement with budget development and reporting, risk identification and mitigation, policy/procedure review and approval, organizational structure (individual positions and larger decisions) that impact employees, engagement with strategic planning and reporting, etc.</p>	1. 2. 3.
<b>2. Risk Management Experience</b>	<p>Identifying principal risks of an organization.</p> <p><i>examples: overseeing a team of people as a chief risk officer of an organization or equivalent.</i></p> <hr/> <p>Leading various stakeholders and leaders in an organization through risk identification and mitigation exercises/reporting to a President/CEO and ultimately to a board.</p>	1. 2. 3.

	Designing and/or overseeing the equivalent of an enterprise risk management program.	
<b>3. Project Management Experience</b>	Experience in leading project management.  Leading is the key word – must be a task/s that you had to determine the steps, get buy in from senior leadership, and successfully deliver an end point (key documents (i.e. policy change), key reporting involved (some element of engaging a cross section of people/areas of an organization and distilling and/or providing a set of recommendations to senior leadership/board.	1. 2. 3.
	A project management certificate or designation is of assistance.	
	Experience in successfully leading/overseeing projects to successful completion.	
<b>4. Financial Acumen</b>	Ability to read, understand and analyze complex financial statements.  <i>examples: directly related to experience doing this with a budget large enough to include multiple employees, assets and liabilities, (including contractual obligations), etc.</i>	1. 2. 3.
	Experience with financial accounting standards, internal controls, audit, and reporting.  <i>examples: having been or directly overseen the work of an auditor – either internal or external.</i>	
	Financial designation ideal.	
<b>5. Strategic Thinking</b> <i>Strategic plan implementation, measurement &amp; reporting</i>	Experience developing a strategic plan to realize business objectives and shaping the overall business strategy; experience in leadership engagement with strategic plan, overseeing the measuring/reporting, assessing performance, identification of strategic priorities and areas requiring improvement.	1. 2. 3.

<b>6. People Management Experience</b>	Have led an HR function in an organization of higher order complexity.	1. 2. 3.
	Talent acquisition and development in an organization of higher order complexity.	
	Overseeing, creating, managing Executive and senior leadership compensation and rewards programs.	
	HR designation ideal.	
<b>7. Communications Experience</b>	Experience with design of communications strategies, including audience analysis and implementation. Communications with members, employees and stakeholders.  <i>examples: directly involved in drafting and/or approving communications with employees, members, employees and stakeholders, especially on stickier subjects like budget cuts, crisis communication around significant loss (human or otherwise), union or association bargaining and other communication.</i>	1. 2. 3.
	Experience and training in media and/or public speaking to large audiences.  <i>examples: completing media training, engaging with national and international media on difficult issues such as potential wrongdoing (i.e. Fraud, illegal activity) severe injury or death of a stakeholder/employee, strike or labour action.</i>	
	Experience in crisis communications strategy and delivery.	
<b>8. High Performance Team member/Competitive Curler</b>	Understands and brings the high-performance athlete experience and voice to the board table as a non-active athlete and/or coach and/or other team support member.	1. 2. 3.

	<p><i>examples: coached at an international level, or was engaged with a successful team as their sports psychologist at multiple international events.</i></p> <p>Former athlete with relevant experience as a competitive curler. Examples: represented Canada at a world, Scotties, Brier and/or Olympic trials, and/or competed with a team who has won a Canada Cup, finished on the podium at a Brier or Scotties or has competed with a team who finished in the top 5 on the CTRS ranking system or has competed at the Paralympics or mixed doubles at a world or Olympic level.</p>	
<b>9. Marketing/Brand Experience</b>	<p>Experience with design, implementation, and monitoring of effective marketing strategies to increase brand awareness; experience with market analysis identifying challenges and opportunities for growth; experience with marketing communications, social media strategy, etc. Leading or having operational responsibility for oversight of same.</p> <p>Understand and have experience with different client experience delivery models and leading practice.</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>10. Governance Expertise</b>	<p>Possession of a director or officer designation and/or prior Board experience</p> <p>Specific examples: Board experience as a governor, officer or director of an organization that is of a higher order of complexity.</p> <p>Experience in leading the drafting, revising and engagement in diverse and interconnected policy and procedures.</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>11. Stakeholder Relations Experience</b>	<p>Demonstrated ability to facilitate healthy interactions/relationships and effectively deliver messaging in a diverse, multi-stakeholder environment specific to the sport of curling.</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>12. Canadian Curling System Structure Knowledge &amp; Understanding</b>	<p>Demonstrated understanding of the roles, responsibilities, and interactions of the various parts of the curling system in Canada. A reasonable understanding of the relationships between</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

	governance/operations/high performance and the interaction between each level of the sport from the club to the National Sport Organization.  <i>examples: Member Association Board Director/President, Club Manager, Club Board Director/President, direct engagement with High Performance, Junior and/or learn to curl programs.</i>	
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<b>13. Information and Technology Experience</b>	Senior level experience in larger organizations with one or more of the noted areas	1. 2. 3.
	Designation or degree in any of the areas an asset	

**Please describe other knowledge, skills or experience you have that may not be fully reflected in the categories above, but you feel may bring value to the work of the board:**

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**Schedule “C”  
Qualifications as a Governor**

**BACKGROUND INFORMATION**

It is imperative that Curling Canada provides a positive and safe environment for all those working and volunteering at our organization. It is also critical for the protection of the reputation of Curling Canada that the Governors meet certain threshold criteria.

Accordingly, please ensure that you complete Schedule C.

**Please attest to the following by checking the boxes:**

I, <span style="float: right;"><i>(fill in name)</i></span>	
- am at least 18 years old	
- have not been declared incapable under the laws of a Canadian province or territory, or by a court in a jurisdiction outside Canada	
- am an individual (a corporation cannot be a director/governor)	
- am not in bankrupt status	

**ACKNOWLEDGEMENT AND UNDERTAKING**

By submitting this Nomination Form, I agree to obtain and provide Curling Canada with a criminal background record check should Curling Canada so request. In addition, I consent to Curling Canada undertaking a criminal background check, and agree to comply and provide any required information to obtain such criminal background record check.

Candidate’s Signature:
Date: