



GOVERNANCE REVIEW: REQUEST FOR PROPOSALS

RFP for Governance Consultants

Karate Canada is seeking proposals to provide consulting services for an independent governance review. The review will provide recommendations to align and comply with the governance best practices for not-for-profit National Sport Organizations, the Sport Canada's governance report card, and the Canadian Olympic Committee's Code of Good Governance.

ABOUT KARATE CANADA

Karate Canada is a not-for-profit corporation constituted under Part II of the Canada Corporations Act, with the objective of describing and incorporating all activities related to the promotion, organization, regulation, development and popularization of the sport of karate all over Canada, of protecting the physical and emotional health of athletes, and of promoting the interests of karate throughout Canada. Karate Canada is the National Sport Organization eligible for funding under Sport Canada's Sport Support Program and is a member of the Canadian Olympic Committee as a Pan American Games and Olympic Games sport.

Karate Canada is an athlete-focused federation that is active in 10 provinces and 1 territory. With approximately 16,000 members, Karate Canada delivers high performance and development programs for senior and junior athletes and development programs for coaches and officials.

The sport of Karate will make its Olympic debut at the Tokyo 2020 (2021) Olympic Games. Karate was included in the 2018 Youth Olympic Games in Buenos Aires and in the 2019 Pan Am Games in Lima. Recently, Karate has been added as a sport for

the 2023 Canada Games in Prince Edward Island, and it will be featured at the Cali 2021 Junior Pan Am Games and 2022 Youth Olympic Games.

OUR VISION

“Our goal is to become a world class and highly efficient nationwide system aimed at promoting the growth, development and excellence of karate in Canada. “

OUR MISSION/PURPOSE

“We lead and partner to create an environment and system conducive to success at all levels.”

OUR CORE PRINCIPLES AND VALUES

- Our people and members always come first.
- We are driven by excellence in everything we do.
- We believe in the power of the Team.
- We are driven by high ethical standards.

GOVERNANCE REVIEW – KEY GOALS AND DELIVERABLES

Karate Canada will engage in a comprehensive Governance Review aimed at achieving the following identified outcomes:

Karate Canada’s intent is to:

- Move towards the best practice of implementing a Policy / Risk Board of Directors
- Examine concerns raised by member PTSOs and consult with all stakeholders on governance structure best practices
- Clearly define Governance vs. Operational roles and responsibilities, decision-making authorities, performance and accountability measures for the Members, Board of Directors and Senior Staff
- Establish clear engagement and communication lines aligned with the roles and responsibilities, decision-making authorities and performance and accountability measures.

Karate Canada is therefore seeking proposals from an independent consultant to conduct a comprehensive Governance Review including the assessment of Karate Canada's bylaws, policies, committee structures, and roles and responsibilities of the Board and Senior Staff. The consultant will provide Karate Canada with a governance enhancement plan to inform and assist the organization in advancing towards governance and operating best practices for the Canada Sport System.

This Governance Review will consist of the following components:

Comprehensive review of:

- Karate Canada Bylaws
- Governance policy (ies)
- Governance structure (Board and Committees)
- Board / ED (staff) relationships (further define operational vs. governance roles)
- Board roles, effectiveness and cohesiveness, practices and Board's KPIs
- Directors' engagement
- Board of Directors eligibility, skills and competencies

Additionally, important consideration must be given to the following elements:

- Karate Canada endorses the priorities of the government of Canada and seeks to align with the governance elements identified as best practices by Sport Canada, via its Governance Report Card (Sport Support Program);
- Karate Canada is committed to aligning its governance with the Canadian Olympic Committee's Canadian Sport Code of Governance;
- Karate Canada endorses and is committed to fully abide by the concept of Safe Sport in all of its governance systems, Bylaws, policies and documents.
- Karate Canada is committed to embracing diversity and to remaining an inclusive organization.

This Review process should include:

- Work with KC Board, Committees, Executive Director and members (PTSOs) to identify key potential governance improvement areas (governance SWOT analysis)
- Collaboration with KC designated volunteers and staff to determine the vision and focus of each of the stakeholders of the organization via interviews, focus groups, surveys and/or webinars (...)
- Development of a framework for Board training and skills maintenance
- Best practice and evidence-based recommendation for an enhanced governance structure, as well as an implementation plan & KPIs (...); this plan should include such elements (if/ as applicable) as: description of Board roles & authorities, Executive Director (ED) role & authorities, mechanisms of Board /ED accountability, Board and appropriate committee structure and composition, relationships with PTSOs, required Bylaw amendments, enabling motions and timelines for implementation, etc.

This Governance Review project (as well as the adjacent HP Pathway Preview project initiative) is supported by Sport Canada, the Canadian Olympic Committee, Own the Podium, and the Board of Directors

BUDGET & TIME FRAME

Project work may begin as early as January 2021, and should be completed in the Spring of 2021. The contract is expected to be for between \$15,000 and \$20,000, based on experience, qualifications and work plan, to be negotiated with the successful applicant.

APPLICANTS

Proposals should outline the applicant's relevant skills and experience that will allow them to successfully:

- Analyze and compare different Board governance models, especially in the non-profit sector NSO (National Sport Organization) sector
- Build relationships and work collaboratively with different stakeholders
- Write and present reports and develop implementation plans (...)

Demonstrated familiarity with small-group facilitation, board governance, critical and analytical thinking, communications for consensus building, project evaluation, knowledge of the Canadian sport system and considerable experience in helping not-for-profit sport organizations design an optimal governance framework will all be considered important assets to this project.

Proposals should also include fees for services, plan, deliverables and milestone dates (as well as how online components and tools will be leveraged for effective facilitation and consultation.)

Proposals may include documentation such as a resume, examples of past work, a sample work plan, and/or a letter(s) of reference.

Additional supports available to the successful applicant will include administrative and advisory support from Karate Canada staff and designated volunteers.

PROPOSAL SUBMISSION DEADLINE

Karate Canada is accepting proposals to perform this work until December 31st 2020, to be submitted to: Olivier@karatecanada.org (with cc to: craig@karatecanada.org). Selection will follow by mid- January 2021.

Please direct questions to: olivier@karatecanada.org and include your preferred contact information.

Karate Canada reserves the right to reject any or all proposals, request new proposals or request additional information. Karate Canada also reserves the right to further negotiate with any or all bidders.

This project is made possible through the generous support of the government of Canada.