



2008/09 ANNUAL REPORT

COMMONWEALTH GAMES CANADA





“CGC IS CONTINUING TO MAKE A STRONG CONTRIBUTION TO THE DEVELOPMENT OF HIGH-PERFORMANCE ATHLETES IN CANADA”

Andrew Pipe, CM, MD
President



MESSAGE FROM THE PRESIDENT

It is a pleasure to highlight our activities and successes at Commonwealth Games Canada (CGC) in this annual report. Over the past year, CGC's strategic plan has evolved considerably. We have strengthened our profile as a meaningful contributor to Canadian and Commonwealth sport, enhanced our International Development through Sport (IDS) efforts and are continuing to prepare strategically for the 2010 Commonwealth Games in Delhi, India.

Let me first acknowledge the many ongoing contributions of our Board of Directors. Their perspectives and experience have contributed greatly to the completion of a full policy review, which has been most helpful in allowing us to identify and remedy areas where changes are appropriate and timely. Their devotion and dedication has ensured that careful, thoughtful and strategic oversight continues to be provided to our organization.

The past year, 2009, was the 60th anniversary of the Commonwealth and we are all looking forward to the Delhi 2010 Games. As with all Games, there are challenges to be met, but I am confident that by working with the Commonwealth Games Federation (CGF) and the Delhi organizing committee, we will be able to respond to any and all issues that emerge in the months ahead.

We are committed to ensuring our Canadian athletes have a memorable, competitive experience in India and the preparation of an optimal Games environment to facilitate their performances. Similarly, we wish to ensure that our coaches are afforded a setting in which their important professional skills can be expressed and developed as never before. In this respect, I wish to extend my thanks to our Chef de Mission, Martha Deacon, and the highly experienced Mission Staff she has assembled to ensure that our Team is well served and supported.

CGC is continuing to collaborate with Games franchise holders and national sport organizations to ensure that all our activities reflect a strong engagement and are consistent with the objectives of the Canadian high-performance sport system.

Our Board has ensured that CGC's International Development through Sport goals also reflect an orientation to the further development of sport as well as the possibilities for the strengthening of civic societies that sport affords. While these programs continue to deliver strong social development messages, they are increasingly enhancing the capacity of the sport communities in which they operate. I would like to pay tribute to Dr. Colin Higgs for his insightful leadership in the evolution of these important undertakings.

It is most important that I take this opportunity to thank those whose generous support makes our programs possible. Our federal government partners include Canadian Heritage, Sport Canada and the Canadian International Development Agency. From the Canadian corporate community, I want to recognize all of our sponsors, particularly Hbc, PCL Constructors Canada Inc. and Fuel Advertising, for their steadfast support of Canadian athletes. Moreover, it is encouraging to note the increasing involvement of the Indo-Canadian community as we plan for our Delhi competitions and I am grateful for their interest and support.

I must also offer heartfelt thanks to George Heller, chair of the Commonwealth Games of Canada Foundation. The Foundation has been reinvigorated with a new constitution and new members and, as always, George's leadership has been inspiring.

Sadly, we mourn the passing of two loyal and devoted members of the CGC family. We were greatly saddened to learn of the death of Erika Heller, daughter of George and a much loved and spirited friend of the Commonwealth Games. Ivor Dent, CGC's President from 1984 to 1990, was also lost to us this year. Both will be greatly missed. To their families and friends go our deepest sympathies.

In closing, I would like to thank the Honourable Gary Lunn, Minister of State for Sport, for his leadership in convening the federal panel '2010 and Beyond', which will examine the manner and method by which elite sport is supported and developed in Canada in the years to come. I am delighted with CGC's contribution to this important panel and I look forward to its recommendations for moving forward with sport in a new and better way.

CGC is in good health, is soundly governed and is continuing to make a strong contribution to the development of high-performance athletes in Canada and sport capacity-building across the Commonwealth. It is a pleasure to be involved with this unique organization, which continues to enhance the Canadian high-performance sport system and the development of our most important assets – our athletes!

Andrew Pipe, CM, MD
President



MESSAGE FROM THE CEO

In 2009, Commonwealth Games Canada (CGC) continued its preparations for the 2010 Commonwealth Games in Delhi, India, while focusing renewed energies on increasing its contribution to Canadian sport excellence and building Commonwealth sport development capacity.

CGC worked very closely throughout the year with key sport partners, including Games franchise holders and national sport organizations, to ensure that the Commonwealth Games are recognized as a critical component of Canada's athlete development process, and that athletes are optimally prepared for the 2010 Commonwealth Games. This year, our ongoing partnership activity and full participation at major sport gatherings have helped build awareness of the Delhi 2010 Games and illustrate the important role that the Commonwealth Games and CGC play in Canadian high-performance sport.

The Delhi 2010 Games pose a unique set of challenges, which we have addressed through the appointment of a very experienced Mission Team and unprecedented levels of planning and preparation. Building upon lessons learned at the 2008 Commonwealth Youth Games in Pune, India, our Mission Team will ensure that Canadian athletes have the best preparation and support possible for their performances in Delhi.

India's goal is to stage a Commonwealth Games to be proud of, and CGC is thrilled to be a part of that. A very special thanks to 2010 Chef de Mission, Martha Deacon, and CGC Director of Sport, Scott Stevenson, for their steadfast leadership and unwavering focus on high performance. I would also like to acknowledge the contribution of Own the Podium to the Commonwealth team in Delhi, which will greatly improve our sports science approach and overall team performance. We have an exciting year ahead.

In 2009, CGC launched a new joint initiative with the Commonwealth Games Federation: the Capacity Support Program. Beginning in the Americas and the Caribbean, and expanding to Africa in 2010, this three-year pilot will see Canadian interns working in Commonwealth countries. Interns help improve the capacity of Commonwealth Games Associations and National Olympic Committees to develop and field competitive teams for the Games. They also help deliver important social development messages through sport.

We believe in the power of sport as a catalyst for sustainable development and positive social change, and we are certain that through our International Development through Sport (IDS) unit, such projects will have a real and tangible impact while contributing to the achievement of CGC's strategic goals.

On that note, I would like to welcome to the team our new Manager of International Programs, Carla Thachuk. Carla is taking a lead role on building IDS activities, programs and partnerships and her experience and enthusiasm will greatly contribute to CGC's success.

Effective communication is an essential means of raising our profile and educating Canadians about who we are and what we contribute. This year, we embarked on a new direction, engaging a team of experts who have assisted in revising and advancing our overall communications plan and goals. Recognizing the importance of our website, I am happy to say that we have modernized www.commonwealthgames.ca and embraced innovative online social marketing and fundraising tools. I would like to acknowledge the work of our Director of Corporate Development, Krista Benoit, who is pursuing new and innovative approaches to sponsorship and fundraising.

Lastly, I would like to pay tribute to the CGC Board of Directors, Committee members and Staff for their professionalism and unwavering dedication.

From October 2 to 14, 2010, a delegation of more than 370 Canadians, including approximately 250 Canadian athletes, will be in Delhi to represent our country and compete against the best athletes from more than 70 other nations and territories.

We are looking forward to a wonderful Games, with Canadian performances that we can all be proud of, and to a tremendous year ahead.

Thomas Jones
Chief Executive Officer

COMMONWEALTH GAMES FOUNDATION OF CANADA GAMES/SPORT REPORT

Preparations for the 2010 Commonwealth Games gained significant momentum in 2009, with the increasing focus by national sport organizations and the Delhi organizing committee on the Games, as well as the appointment of Chef de Mission Martha Deacon, all five Mission Team Leaders and the majority of the Mission Staff. (Please see Who's Who for the complete list of Mission Team Leaders and Mission Staff.)

ADDITIONAL ASSIGNMENTS

Vincent Pinto, of Pune, India, has been selected to serve as the Canadian Team Attaché for the 2010 Commonwealth Games. Vincent served as the Athletes Village Manager for the 2008 Commonwealth Youth Games in Pune. He brings a wealth of cultural and professional expertise to our Canadian team.

In the area of security, RCMP Sergeant Mark Bolduc and Staff Sergeant Scott Temple will serve as the Security Liaison Officers (SLOs) on the Delhi Mission Staff.

The remainder of the Mission Staff Health and Wellbeing (Medical) team will be selected in the winter of 2010.

PLANNING

A detailed Games plan articulating overall vision, guiding principles, leadership structures and major milestones was published and continues to evolve. This tool is supported by a detailed project work plan. To date, all milestones have been achieved.

GAMES PREPARATION

Work continues with Own the Podium's Dr. Jon Kolb and the NSOs on Games preparation aspects of Delhi 2010. Most participating NSOs have now provided CGC with their key performance indicators, selection procedures, and planned integrated support teams.

A *Games Familiarization and Orientation Program* has been developed with the goal of ensuring that mission staff and sport team leaders/managers are versed in multi-sport games practices, specifically those employed by Canadian teams at major games.

The program will see selected mission leadership participate in the Team Orientation and Preparation sessions of the COC and CPC, and attend portions of either the 2010 Winter Olympic or Paralympic Games. All Mission Team members and sport team representatives will participate in the Delhi 2010 Canadian Team Mission Orientation in June.

Site Visits

Two site visits to Delhi occurred in 2009, in March and October, the latter in conjunction with the Commonwealth Games Federation's General Assembly. In addition, Security Liaison Officer Mark Bolduc attended a security conference hosted by the Delhi 2010 Organizing Committee in September.

Along with the Athletes Village and sport venue tours, the site visits provided for meetings with representatives of the various functional areas of the organizing committee. Generally speaking, venues are somewhat behind schedule, with aquatics and track cycling being of greatest concern. It is anticipated that most venues will be ready by late winter or spring, with the two noted above by summer.

In October 2009, precisely one year prior to the Games, Dr. Kolb collected detailed environmental and climate readings at all venues. This information is being built into an overall report and Games planning tool for participating NSOs.

While venue completion and security concerns have been widely reported, our concerns are more with the hosts having time to test the physical structures and Games management systems prior to the actual Games. Trying to complete such tests in a compressed time frame will require precise project management expertise and coordination.

As a result of such concerns about the capacity of India to host the 2010 Commonwealth Games, CGC has worked to build strong working relationships with the United Kingdom and New Zealand Commonwealth Games associations to work together in a strategic manner on all dealings with the Indian hosts.

NSO INFORMATION SESSIONS

Following both site visits, CGC hosted meetings with the NSOs and other key stakeholders and partners to report on the state of preparations and planning for the 2010 Games. Also on the agenda were updates on CGC's Delhi 2010 Mission planning and the CGC's Team Size Policy.

Scott Stevenson
Director of Sport



INTERNATIONAL DEVELOPMENT THROUGH SPORT (IDS) REPORT

2009 was a year full of assessment, evaluations, review and realignment to ensure that the direction of work being undertaken through IDS uses best practice and is in line with our new mandate:

IDS integrates development *of* sport and development *through* sport activities to build national **sport system capacity** and promote **community and social development** throughout the Commonwealth.

Development *through* sport is the use of sport as a tool to communicate to a large, unbiased, targeted audience vital HIV/AIDS and health messaging, and provide opportunities for social and life-skill development.

Development *of* sport enhances sport organizations and systems internationally to ensure local sustainability while increasing sporting performances, opportunities and participation.

IDS implements both internship and partnership programs throughout the Commonwealth. All of our programs have elements of both development *of* sport and development *through* sport.

New Initiatives Implemented in 2009/2010

The **Capacity Support Program (CSP)** assists Commonwealth Games Associations and National Olympic Committees by placing skilled Canadian interns within the organizations to work on a range of administrative and Games preparation tasks, to enable higher levels of participation and performance at Commonwealth Games. The CSP was designed to ensure that development of sport and development through sport would be addressed equally (as depicted below).

South2North (S2N) is a 'reverse' internship that sees members of our international partner organizations come to Canada. The internship exposes the interns to Canadian sport organizations (development of sport), while at the same time exposing Canadian sport organizations to an international perspective (development through sport).

Bowling Out AIDS (BOA) uses young people and world-class cricketers as 'Champions' to challenge and change attitudes and behaviours that stigmatize and discriminate against HIV-positive individuals and groups (development through sport), while building cricket and other sport skills (development of sport).

CGC's Long-Term Social Development Through Sport (CGC – LTSDDTS) takes Canada's Long-Term Athlete Development model's key age/stage of development approach, and applies it to the social development of children and youth. The idea is to determine what needs to be done at each age/stage of development to ensure that children have the best chance of reaching adulthood with the knowledge, skills and attitudes that will enable them to be healthy, productive members of society. This concept will be integrated throughout all IDS programs.



Highlights and Accomplishments

- Trinidad & Tobago Paralympic Committee was officially recognized by the International Paralympic Committee, due to the tireless work of CSLC intern Jennifer Wong.
- CGC-supported partners, SCORE Namibia and Special Olympics Namibia (SON), won national awards for their outstanding sport and development work in Namibia.
- CGC partner employee, Kitso Masi of the South East District Youth Empowerment League in Botswana, was selected as one of the Junior Chamber International (JCI) Ten Outstanding Young Persons of the world.

- CGC intern, Allison Furniss, was selected as Verge Magazine's Global Hero.
- CGC interns Jennifer Wong and Allison Furniss were hired internationally by two of CGC's sport and development partners.
- Eric MacIntosh, Ph.D. Assistant Professor, School of Human Kinetics, University of Ottawa, presentant research on the CSLC program to the European Association for Sport Management.

Funding Partners

IDS would like to extend its sincere appreciation for the continued support provided by the Canadian International Development Agency and Canadian Heritage.

In 2009, IDS successfully diversified funding streams with collaborations from the Commonwealth Games Federation and Department for International Development (UK).

Carla Thachuk
Manager of International Programs

CGC's Long-Term Social Development Through Sport Framework (CGC – LTSDDTS)		
INTERNSHIP PROGRAMS		
Capacity Support Program (CSP)	Canadian Sport Leadership Corps (CSLC)	South 2 North (S2N)
18 PLACEMENTS <ul style="list-style-type: none"> • Americas & Caribbean • Africa • Commonwealth 	TBD (60 PLACEMENTS) <ul style="list-style-type: none"> • Americas & Caribbean • Africa • Commonwealth 	TBD <ul style="list-style-type: none"> • Caribbean • Africa
PARTNERSHIP PROGRAMS		
Africa	Caribbean	
<ol style="list-style-type: none"> 1. Botswana 2. Lesotho 3. Namibia 4. Swaziland 5. Zambia <p>Regional initiatives:</p> <ol style="list-style-type: none"> 1. Kicking AIDS Out (KOA) 	<ol style="list-style-type: none"> 1. Trinidad & Tobago <p>Regional initiatives:</p> <ol style="list-style-type: none"> 1. Kicking AIDS Out (KAO) 2. Bowling Out AIDS (BOA) 3. Caribbean Coaching Certification Program (CCCP) 	



COMMONWEALTH GAMES FOUNDATION OF CANADA REPORT

In 2009, the Commonwealth Games Foundation of Canada (CGFC) saw many highlights, including the addition of staff and board members, ongoing sponsor relations, new gala events and the launch of online fundraising initiatives. Our key priorities include relationship-building with the Indo-Canadian community and achieving our 2010 fundraising target of \$3.5 million. Both of these are well underway!

HIGHLIGHTS FOR 2009

Human Resources

CGFC has four contract staff working for the Foundation: Murray Jans (revenue generation and generating Indo-Canadian contacts); Manali Haridas (partner servicing, administrative support and logistics related to the corporate hospitality program in Delhi); Andrea Guzzo (Queen's Baton Relay activities); and Krista Benoit (revenue generation, marketing and partner servicing).

CGFC is forever grateful to long-time board members George Heller (Foundation President), Jim Ingram (Secretary), Ivan Chittenden (Treasurer) and Bruce Robertson (Director). CGFC also thanks Vice-President Dr. Andrew Pipe who recently joined the Foundation board along with four new members: Peter Harder, Phil Donne, Ben Werbski and Cyndy Carruthers. Our board's passion and insight will be invaluable to the Foundation leading up to Delhi.

Status of Fundraising Target

In 2007, CGFC set a quadrennial fundraising target of \$3.5 million to be raised by the end of 2010. Currently, CGFC has confirmed more than \$2.3 million in cash, representing 67% of the target. An additional \$266,000 in value-in-kind has also been received.

Sponsor Relations

Long-time supportive partnerships with Hbc, PCL and Fuel Advertising are on track. Hbc and PCL both held their annual golf tournaments in support of Commonwealth Games athletes in the summer of 2009. PCL's event raised the most money in the tournament's history, with a donation of \$275,000. Fuel has contributed over \$150,000 in in-kind services to CGFC/CGC, enabling both organizations to develop their brands and enhance marketing and communication activities.

Events

In September, CGFC partnered with a group of Indo-Canadian business people in Vancouver to host a fundraising event in support of Canada's Commonwealth Games athletes. This gala raised over \$42,000! A second successful event, the President's Luncheon, was hosted by George Heller in Toronto in October. Current partners were profiled and new sponsor prospects were enticed into learning more about partnership opportunities.

Online Donations and Direct Fundraising

In an effort to diversify revenue streams, we launched two new web-based programs in 2009: A direct donation program (using online donation tools); and FundTunes, where a percentage of music purchased online is donated back to CGFC. Both programs will be incorporated into CGAC's social marketing campaigns in 2010 and leveraged accordingly.

UPCOMING EVENTS/ACTIVITIES FOR 2010

The Queen's Baton Relay will reach Canada on April 14-15, 2010. Events will be staged in Toronto and Ottawa. This event is an excellent opportunity to profile CGC and our athletes and create a buzz about the Games. Plans for the Delhi Corporate Hospitality Program are underway and several sponsors have expressed interest in participating.

CHALLENGES

Generating revenue for amateur sport in Canada continues to be a challenge. At the present time, marketing funds within corporate Canada have, in many cases, been entirely allocated for the 2010 Vancouver Olympics/Paralympics, and budgets will only open up again in 2011 and beyond. Furthermore, the economic downturn is making companies cautious with their advertising dollars, marketing budgets and philanthropic initiatives until there is a clear indication of an upswing.

Despite these challenges, CGFC continues to work tirelessly to promote Commonwealth Games partnership opportunities to corporate Canada, and is poised to meet its fundraising target for 2010.

Krista Benoit
Director of Corporate Development

REPORT FROM THE TREASURER

Commonwealth Games Association of Canada: as of March 31, 2009 Fiscal Year

General Fund:

Revenue	\$1,875,584
Expenses	\$989,084
Net Revenue for Period	\$886,500
Net Assets – Beginning of Period	\$1,215,301
Net Assets – End of Year	\$2,101,801

International Development through Sport: as of March 31, 2009 Fiscal Year

Restricted Fund:

Revenue	\$793,611
Expenses	\$810,465
Net Revenue for Period	\$(16,854)
Net Assets – Beginning of Period	\$141,555
Net Assets – End of Year	\$124,701

Auditors' Report completed by:

Ouseley Hanvey Clipsham Deep LLP, Chartered Accountants
200 – 205 Catherine Street
Ottawa, Ontario K2P 1C3
(613) 562-2010

Commonwealth Games Foundation of Canada: as of December 31, 2008 Fiscal Year

Revenue	\$663,814
Expenses	\$132,643
Grants to CGAC	\$1,300,000
Net Revenue for Period	\$(768,829)
Net Assets – Beginning of Period	\$1,979,780
Net Assets – End of Year	\$1,210,951

Auditors' Report completed by:

Ouseley Hanvey Clipsham Deep LLP, Chartered Accountants
200 – 205 Catherine Street
Ottawa, Ontario K2P 1C3
(613) 562-2010





2008/2009 COMMONWEALTH GAMES CANADA (CGC) WHO'S WHO

PATRON
Her Excellency the Right Honourable Governor General of Canada –
Michaëlle Jean

COMMONWEALTH GAMES FEDERATION (London, England)

PRESIDENT Michael Fennell
CHIEF EXECUTIVE OFFICER Michael Hooper

BOARD OF DIRECTORS

PRESIDENT Andrew Pipe, CM, MD

PAST PRESIDENT Claude Bennett

TREASURER Richard C. Powers

VICE PRESIDENTS Sue Boreskie
Jocelyne Côté-O'Hara
Linda Cuthbert
John Stanton
Rob Toller

ATHLETE REPRESENTATIVE Suzanne Weckend

CGF MEMBERS Bruce Robertson (Executive Board)
Trevino Betty (Sport Committee)

CHIEF EXECUTIVE OFFICER Thomas Jones

HONOURARY MEMBERS Bob Adams

MEMBERS-AT-LARGE

Todd Allison
Ken Bagnell
Rachel Bedingfield
Jim Bradley
Shannon Butters
Joe Halstead
Wayne Hellquist
Lori Johnstone
Bruce Kidd
Molly Killingbeck
Marg McGregor
Heather Moyse
Ross Outerbridge
Tim Page
Scott Sandison
Mike Sutton

GENERAL MEMBERS

Suzanne Coffey
Joan Duncan

PARTICIPANT SPORTS

Archery
Athletics
Badminton
Bowls
Boxing
Cycling
Diving
Field Hockey
Gymnastics
Netball
Rhythmic Gymnastics

Rugby 7s
Shooting
Squash
Swimming

Table Tennis
Tennis
Synchronized Swimming
Weightlifting
Wrestling

ASSOCIATE SPORTS

Basketball
Billiards & Snooker
Canoe
Cricket
Fencing
Judo

Rowing
Softball
Tenpin Bowling
Triathlon
Yachting

2008/2009 COMMONWEALTH GAMES CANADA (CGC) WHO'S WHO – CONTINUED

2010 COMMONWEALTH GAMES

MISSION TEAM LEADERS FOR THE 2010 COMMONWEALTH GAMES

Chef de Mission Martha Deacon
Coaching and Applied Sport Science Dr. Jon Kolb
Health and Wellbeing (Medical) Dr. Navin Prasad
Team Operations Kelly Laframboise
Communications and Media Services Jackie DeSouza
Team Member Support and Services Michael Smith

MISSION STAFF FOR THE 2010 COMMONWEALTH GAMES

Operations – Administration Martin Routhier
Anne Warburton
Operations – Transportation Yvonne Bierman
Jim Bradley
Operations – Clothing Sue Boreskie
Suzanne Weckend
Operations – Technology and Webmaster Shrvan Chopra
Team Member Support and Services Monique Allain
Todd Allison
Alexandra Orlando
Julie Audette
Dan Galbraith
Yan Huckendubler
Patrick Kenny
Hélène Lavigne
Martin Richard
Michel Leblanc
Shelley Milton
Lisa Smith

COMMITTEES

GOVERNANCE COMMITTEE

Chair Sue Boreskie
Members Jim Bradley
Marg McGregor
Joanne Mortimore
Jim Reed
Mike Sutton

HUMAN RESOURCES COMMITTEE

Chair Jocelyne Côté-O'Hara
Members Andrew Pipe
Rob Toller

EXTERNAL RELATIONS COMMITTEE

Chair Andrew Pipe

Members

Linda Cuthbert
Derek Johnston
Tim Page
Bruce Robertson

FINANCE COMMITTEE

Chair Richard C. Powers

IDS REFERENCE COMMITTEE

Chair Bruce Robertson
Members Jocelyne Côté-O'Hara
Rob Toller

HIGH PERFORMANCE ADVISORY COMMITTEE

Chair Wayne Hellquist
Members Todd Allison
Ken Bagnell
Linda Cuthbert
Brian MacPherson
Ram Nayyer
Suzanne Weckend

AWARD OF MERIT RECIPIENTS

The purpose of the Award of Merit is to honour individuals who have made significant and lasting contributions to furthering the aims and objectives of Commonwealth Games Canada and its programs. This Award reflects CGC's commitment to recognizing the dedication and contribution of individuals, organizations and agencies to our mission and goals.

PREVIOUS AWARD RECIPIENTS

1993 Colonel John W. Davies
Neil Farrell
Allan Fitzpatrick
Margaret Lord
M.M. (Bobby) Robinson

1996 Ivor Dent
Ken Farmer
Wally Stinson

2000 Vaughan Baird
Robert Osbourne
Doreen Ryan
Ken Smith

2005 Robert (Bob) Adams

2008 Judy Kent



2008/2009 COMMONWEALTH GAMES CANADA (CGC) WHO'S WHO – CONTINUED

SIGNIFICANT CONTRIBUTION AWARD

After the Award of Merit, the Significant Contribution Award is the second most prestigious award presented by Commonwealth Games Canada. This Award serves to recognize extraordinary significant contributions made in three main forms:

1. Cash Donations: Personal or corporate financial contributions to support or further the activities of the CGC/CGFC;
2. Gifts In-kind: Personal or corporate contributions of goods or services that support or further the activities of the CGC/CGFC; and
3. Good Works: Personal or corporate activity that supports or furthers the goals and activities of the CGC/CGFC.

PREVIOUS AWARD RECIPIENTS

1997 *Honourable James Richardson*

GOVERNMENT OF CANADA REPRESENTATIVES

SPORT CANADA *Pierre Thibault*
 SPORT CANADA *Mike McWhinney*
 CIDA *Chetna Dayal*

STAFF

Thomas Jones
Hannah Juneau
Kelly Laframboise
Christine Robertson
Scott Stevenson
Chris Taylor
Carla Thachuk

IDS STRATEGIC ADVISOR *Colin Higgs*

COMMUNICATIONS

CONSULTANTS *Jessey Bird*
Mark Caulfield
Derek Johnston
Alison Korn

CGC would also like to recognize the contributions of the following staffmember who is no longer with the organization: *Kieran Hayward*

COMMONWEALTH GAMES FOUNDATION OF CANADA

BOARD OF DIRECTORS

President *George Heller*
 Vice-President *Andrew Pipe*
 Secretary *James Ingram*
 Treasurer *Ivan Chittenden*

DIRECTORS

Cyndy Carruthers
Philip Donne
Peter Harder
Bruce Robertson
Benjamin Werbski

CONSULTANTS

Krista Benoit
Andrea Guzzo
Manali Haridas
Murray Jans

HONOURARY MEMBERS

Vaughan Baird
Ken Farmer
The Honourable James Richardson