

NSWC
MEMBERSHIP COMMITTEE OF THE BOARD

TERMS OF REFERENCE

The Membership Committee (the “Committee”) is a committee of the NSWC Board of Directors (the “Board”). The Committee is responsible for providing advice to the General Manager and the Board with respect to the strategic approach for growing membership and enhancing member satisfaction. The Committee is also responsible to assist with the development and implementation of Club policies affecting these membership areas.

STRUCTURE AND OPERATION

The Membership Committee shall consist of at least eight members, of which at least one will be a member of the Board. Each member of the Committee must be a full member of the North Shore Winter Club in good standing. The President of the Board shall be an ex-officio member of the Committee and may attend meetings at his/her discretion.

The members of the Committee shall be appointed by the Board for a one-year term, following the Annual General Meeting (AGM) in each year. Each member shall serve at the discretion of the Board until his/her successor is appointed or until such member’s earlier resignation or removal by the Board.

In appointing the members of the committee, the Board shall endeavor to select members that represent a cross section of the membership including sports committee representation, gender, race and age. The Board shall also endeavor to select members such that the Committee has available the necessary skill sets to be able to make value-added recommendations to the Board including: ability to think critically, knowledge of business practices (including not for profits), understanding of the challenges for revenue in athletic related industries, and sales and marketing competence.

CHAIR OF THE MEMBERSHIP COMMITTEE

The Chair of the Membership Committee shall be appointed by the Board from among the members of the committee.

The Chair of the Committee shall:

- i. Call and conduct the meetings of the Committee
- ii. Be entitled to vote, and in the event of a tie, shall cast the deciding vote
- iii. Prepare and forward to members of the committee the agenda for each meeting of the committee, and include in the agenda any items proposed for inclusion in the agenda by any member of the Committee or the General Manager
- iv. Review with the General Manager any matters referred to the committee
- v. Appoint a secretary, to take minutes of the meetings of the committee; and
- vi. Ensure that the committee meetings are conducted in an efficient, effective and focused manner

MEETINGS

The Membership Committee shall normally meet 9 to 10 times per year, but not less than quarterly. A quorum for each meeting to be properly constituted shall be a majority of the members then on the committee. The Committee will endeavor to meet in advance of the monthly Board meetings and may meet in person, online or by teleconference.

The Committee shall maintain minutes or other records of meetings and activities of the committee. Notice of the time and place of every meeting shall be given in writing or electronic communication to each member of the Committee at least 48 hours prior to the time fixed for such meeting; provided that a committee member may waive a notice of the meeting.

The General Manager, and/or her/his delegate, shall normally attend all Membership Committee meetings. Other staff may, at the Committee Chair's request, attend meetings as required. Members of the committee are required to conform to the Code of Conduct required of all members of Club committees., and in particular to be independent and to disclose any conflict of interests. Members are expected to be prepared for all meetings and in particular, to have read all reports prior to each meeting, and to attend at least 75% of the scheduled meetings.

RESPONSIBILITIES, DUTIES AND AUTHORITY

The following functions shall be the common recurring activities of the Membership Committee in carrying out the responsibilities outlined. The Membership Committee shall also carry out any other responsibilities or duties delegated to it from time to time by the Board. Unless charged with a specific responsibility, the Committee's function shall be advisory.

Members of the Committee should avoid conflicts of interest, and recuse themselves where conflicts exist. Committee members should maintain a line between policy and implementation. Members should come to the committee free of bias and with an open mind to decision making. All members of Committee will be responsible for, acknowledge and adhere to our Code of Conduct and Confidentiality Agreements.

The Committee or any member of the Committee shall not direct management or the staff liaison to perform any particular function without approval of the General Manager.

The Membership Committee works with the General Manager and staff to:

Foster Growth:

- evaluate and propose programs for recruiting new members
- assist in identifying and qualifying candidates for membership, including vetting new applications
- as necessary, assist staff with tours and sales activity with prospective members
- establish and participate in an onboarding program for a positive integration of new members into the Club community

Promote Retention:

- advise management and the Board as to actions designed to better retain existing members
- monitor the attrition rate and advise management and/or the Board if actions are required in response
- obtain feedback from resigning members by carrying out such exit interviews as are appropriate to determine factors contributing to members' resignations from the Club

Increase Member Satisfaction:

- work with the sports committees to determine ways to improve the membership experience and satisfaction, including possible program changes
- oversee a survey of membership satisfaction annually
- share any membership concerns that the committee becomes aware of, with management, and propose appropriate responses
- review membership rules every 2 -3 years; or as required, propose amendments as appropriate to meet changing membership requirements

Increase Usage:

- work with the sports committees to determine ways to increase utilization of the Club's facilities, including possible program changes
- work with the General Manager to develop initiatives and programs to support and increase the participation and involvement of under-represented groups of each sport/activity

Evaluate the Membership Profile:

- Identify relevant demographics of the membership to analyze whether any actions are required to enhance the membership experience and retention.

Provide oversight for the creation of membership categories:

- evaluate the membership categories and the associated pricing to ensure they align with the marketplace and community demographics
- evaluate possible new types of membership

Provide oversight with respect to non-member usage and access to the Club:

- evaluate the amount of usage of the Club's facilities by non-members and advise the Board as to any desirable changes to this access.

Other Functions of the Membership Committee

- encourage adherence to the Club's policies, procedures, and practices, and provide an avenue of communication on matters affecting the membership to management and the Board
- ensure that the Club is complying with the requirements of the relevant regulatory bodies with respect to the solicitation of new members
- participate in the Club's social affairs
- the Committee may establish a sub-committee as required, with a clear statement of its role and responsibility

- organize an on-boarding session for new committee members on or before the first meeting of the committee after the annual general meeting
- make recommendations to the Board on any general membership matters, as required
- develop short & long term goals for the Committee with timelines, (based on the Club's objectives or the specific direction of the Board) and submit them to the GM within 30 days of the Committee's inception following each AGM.

SHORT TERM GOALS FOR 2020/2021

In addition to the duties and responsibilities above, the Committee will work on the following during the next committee term:

- form a sub committee to review the members who have resigned from May 2019 to December 2021 in order to recommend member retention strategies.
- work with the Finance Committee to establish membership revenue goals.
- create membership plans and strategies for spring of 2021.
- develop an onboarding process, involving both the staff & the Membership Committee, that promotes a positive integration into the Club.
- re-design and execute the membership satisfaction annual survey
- report regularly to the Board on the Committee's activities and, as appropriate, to the members at the annual general meeting.
- review and recommend pickleball/racquets activity fee structure, and/or racquets membership.
- review Senior Discount levels
- develop membership or recruitment strategies that will promote growth in female hockey
- establish long term recognition and legacy programs for long standing members