



NSWC RACQUET COMMITTEE TERMS OF REFERENCE

Operating Guidelines & Terms of Reference

General

The North Shore Winter Club's (the "Club") Mission Statement is "We are a semi-private, family club providing sports, recreational and social programs that create a rewarding, long-term membership experience", and the Club's Vision is "To be a thriving, well-balanced, family-oriented private club with quality sports and social facilities to suit the needs of our members."

The Board of Directors of the Club has deemed it necessary to create a Tennis Committee (the "Committee") to be responsible for and to assist the General Manager, Tennis Director and staff in attaining the Club's vision, and strategic goals as it relates to tennis programs and recreational tennis at the Club.

The role of the Committee at the Club is to assist the Tennis Director and the Club management in providing members with the highest possible standards for tennis programs and activities. With support from the Tennis Director, the Committee is responsible to monitor and review the tennis policies and procedures at least annually, to assist in the club's interactions with all governing tennis bodies, to implement both competitive and social events including tournaments throughout the year, and to assist in the club's interactions with members and potential members.

The tennis programs are to be aligned with the vision and overall strategic plan of the Club, as approved by the Board from time to time.

Governance of the Racquet Committee

Goals of the Racquet Committee

The Committee is constituted for the express purpose of providing the overall direction and policy for operational performance of tennis to the satisfaction of the membership, and the Board. This will be done as noted herein with the collaboration of the General Manager, Tennis Director and staff of the club

in a manner consistent with the overall vision and plan for the Club. The Committee shall be responsible for:

- a. overall vision, mission and supporting philosophy for tennis within the Club which reflects the membership's views and interests;
- b. compliance with any requirements of any Regional, Provincial or National sport body and applicable to tennis and pickleball under its commission;
- c. the development of a process for, and measurement of, member satisfaction and performance in keeping with annual and long terms goals of the Committee in context of the overall Club strategy;
- d. the establishment of an annual plan for all racquet sport tournaments at the club, and the approval of tournament committees;
- e. the establishment of one or more budgets and purchasing process within the Committee budget in keeping with prudent accounting and club practices;
- f. the establishment of an annual list of capital projects related to their sport for consideration by the GM and Facilities Committee of the Board;
- g. ensuring the reputation and club brand are positive and consistently adhered to and excellence of the sport and overall club programs as it relates to our market space and club strategy;
- h. the development of an annual calendar of activities made known to the membership and, in conjunction with this plan, developing policies as it relates to each activity throughout the year;
- i. developing a protocol, in consultation with the Tennis Director, to define policies and programs for the operation and maintenance of the facilities; and
- j. Continuing to monitor the maintenance of the courts and make recommendations to management regarding any need for improvements to the courts.

The annual goals for the current calendar year are in a schedule attached to this document, and the annual goals schedule may be replaced by the Racquet Committee every year.

Delegated Authority of the Board

In carrying out this responsibility the Committee is a fully functioning Committee of the Society of the Club, and each member of the Committee is appointed by the Board. The Board has delegated its authority to the Committee to provide input and direction to the Tennis Director and Club management

with respect to the strategic approach for tennis programs and with respect to the development and implementation of racquet sport policies.

The Committee will, as a result, work with the staff to develop an annual operating plan and budget, to be approved by the Board, which will be consistent with the Club's strategic plan and annual operating plan and budget each year.

The Committee is also responsible, as per the bylaws of the relevant governing bodies, to ensure the Club's compliance with requirements of the Tennis BC and Tennis Canada, and Pickleball BC.

Annual Plan and Budget Approval

The Committee will be responsible for developing an annual operating plan and budget each year consistent with the strategic plan.

The Racquet Committee and Tennis Director will remit this plan and budget to the General Manager by January 15th of each year who will bring it to the Board for approval at the next scheduled Board meeting. Upon approval by the Board, the plan and budget become a key deliverable of the Committee and Management as part of their obligations to the Board. This requires the cooperative and timely execution by the Committee and Management and staff of all matters required to fulfill the plan.

The plan will include but not be limited to the following:

- a. The process for determining men's and ladies' league teams
- b. The calendar of all racquet sport related events
- c. The Committee's input into a communication plan developed by the Tennis Director to support all aspects of the tennis program including non-league play and junior tennis
- d. A plan for any capital racquet sport related upgrades required to meet the goals of the Club
- e. Tournament policy and budget policies including cash management
- f. Proposed amendments to the Committee's policies and procedures
- g. Assignment of responsibilities and accountability for tasks, and
- h. A review of court availability and playing opportunities to ensure a fair and equitable balance between league and non-league play.

Composition of the Racquet Committee

The Committee will be comprised of between six and eight voting members, plus a Board Liaison:

- a. The Chair, a Committee member appointed by the Board on the advice of the

- Committee and GM;
- b. Vice Chair, a Committee member appointed by the Board on the advice of the Committee and GM;
- c. A minimum of four and maximum of six additional voting Committee members who are registered racquet members; and
- d. Board Liaison, a Board member and non-voting Committee member appointed by the Board.

On an annual basis, likely in October of each year, the Board will appoint the Committee Chair, and in addition, the other committee members. To be eligible to be appointed, each member must be a full member of the Club, having paid tennis activity fees as of the date of appointment to the Tennis Committee. While each member of the Committee is appointed for a one-year term, it is expected that the member will serve for a number of years. It is preferred that the Chair of the Committee be selected from interested committee members, and that committee members be selected from members of the various sub-committees. It is preferred that the committee composition changes every two to three years. If deemed necessary, the committee may be expanded as needed by approval of the Board.

Each committee member shall be independent and have no commercial relationship with the Club.

Committee members are expected to volunteer for the various committee roles outlined below. Definitions for the roles are outlined in the appendix below.

1. Chair
2. Vice Chair
3. Secretary
4. Treasurer
5. Communications and Events Coordinator
6. Women's League Liaison
7. Men's League Liaison
8. Junior Tennis Rep
9. Pickleball Rep

The Committee may form working sub-committees such as for the running or tournaments or events, or subcommittees for a specific goal or task as they see fit from among the membership.

Racquet Committee Member Roles

Each member of the Committee may have a defined role and responsibility to execute during the duration of their term. These will be clearly articulated and established in these terms of reference and form part of the annual plan.

Chair

- Preside at all committee meetings and manages the committee meetings.
- Ensure notice of meetings, and an agenda is circulated in advance of meetings.

- Ensure committee members are following through with tasks.
- Attend at least annually at Board meetings, and reports to the Board on Committee activities
- Contact of cooperation between committee and Club management.
- Write an annual report for the Tennis committee annual general meeting, outlining the key events that occurred during the year.
- Work with staff to address any risk or safety concerns with facilities or environment.
- Fill vacancies on the Committee.

Vice - Chair

- If the chair is unable to attend a meeting, preside at committee meetings and manage the Committee meeting.
- When directed by the chair, ensure notice of meetings, and an agenda is circulated in advance of meetings.
- Assist the chair in ensuring Committee members are following through with tasks.
- Assist the Chair with any additional Committee business as needed which may include but not be limited to communicating with staff and management and reporting to the Board on Committee activities.
- If requested by the Communications and Events Coordinator, assist with the development and maintenance of planning documents for tournaments and events run by the Committee.

Board Liaison

- The Board shall appoint a liaison to attend as an ex-officio member of the Committee to provide support, and clarity on the intent, policy and operations of the Board as it relates to Committee policy and direction.
- A non-voting Committee member.
- Responsible to the Board and takes direction from the President.
- Represent the Committee to the Board.
- Receive copies of Committee minutes and attends Committee meetings.
- Report on activities of the Committee to the Board and present recommendations for policies.
- Provide direction to the Committee from the Board perspective and ensures an active and well managed Committee.
- Maintain a portfolio outlining the planning and activities of the committee and pass on the portfolio to the next Board Liaison.

Secretary

- Take meeting minutes and forward those minutes to the Chair for review before filing copies of such meetings with the administration office (via email to the Tennis Director).
- Minutes need to be provided to the Chair no more than one week after the meeting.
- Minutes from the previous month's meeting are sent to the committee members for review prior to the next meeting.
- Assist with the development and maintenance of planning documents for tournaments and events run by the Committee.
- Support in the creation of the Tournament and Events Portfolio. Responsible for updating and maintaining such manuals with the Communications and Events Coordinator.

Treasurer

- Responsible to ensure all Committee funds are deposited and disbursements are approved.
- Record all revenue and expense transactions relating to Committee Funds.
- Prepare an annual financial statement for distribution at the Committee AGM.
- Ensure tournament and event committees are submitting covering all aspects of the events.
- Assist with the development and maintenance of planning documents for tournaments and events run by the Committee.

Communications and Events Coordinator

- Responsible to ensure all tennis tournaments and events are organized and operated in compliance with the purpose of creating and maintaining a premier experience for its members and guests and are in keeping with the club mission statement and vision.
- With the help of the Tennis Director, Treasurer, Secretary, and tournament volunteers develop and maintain a “Tournament and Events Portfolio” which is to include planning documents for each of the tournaments and events run by the Committee. Those documents must include but are not limited to an event timeline, event budget, event procedures, and event contacts.
- Provide all “Tournament and Events Portfolio” documents in electronic format to the Tennis Director and Club General Manager so that they are on file for future event volunteers.
- Work with the Tennis Director and staff to promote and organize the necessary communications to club members and guests relating to tennis tournaments and events.
- Ensure with the direction of the treasurer that all events are in accordance with the Committee’s annual budget.
- Work closely with all volunteer members running the events to ensure appropriate planning and timelines are met.
- Ensure tournament and event volunteers are covering all aspects of the events.

Tennis League Liaison, Women & Men

- Responsible to liaise with all league team captains at the end of league in June to review the outcomes of the spring league season.
- Responsible to coordinate with the Tennis Director and club staff a yearly survey to be sent out to all tennis members interested in playing spring league. This should take place in the last week of August or the first week of September.
- Meet with team captains as needed to ensure balanced and competitive teams are in place and are in adherence to the league policies and procedures
- Must submit all minutes of league meetings to the Committee Chair within one week of the meetings.
- Report to the Committee monthly meetings all business related to league play.
- Review and revise the tennis league policies and procedures as needed.
- Must present all revisions to tennis league policies and procedures to the Committee meetings for approval by a vote of the Committee.

Junior Tennis Rep

- Advise the Committee as to any funding required for junior members with respect to scholarships for junior club members qualifying for provincial and national championships.

- Responsible to liaise with the Committee regarding issues pertaining to junior tennis at the club.

Duties and Operation of the Racquet Committee

1. The Committee will review its own vision, strategic plan, budget, and terms of reference annually; any recommended changes will be submitted to the Board for review and approval via the Committee Chair prior to January 15th of each year.
2. The Committee will meet no less than ten times per year on specified dates (i.e. the first Wednesday of September through June).
3. The Tennis Director will, together with the Chair and the Secretary of the Committee, ensure that the minutes of each Committee meeting are prepared and circulated two weeks prior to the next meeting to each Committee member. A complete meeting record will be maintained by the Secretary and be available to any Committee Member, Board Member and the General Manager. They shall also be posted online for all members to see.
4. The Committee will keep the Board advised on a regular basis as to its actions and important issues in their sport as they arise.
5. Each year the Committee shall conduct an Annual General Meeting for all registered racquet sport members. At this meeting the Committee shall report on its activities throughout the year and seek relevant feedback from the members involved in tennis and pickleball at the Club. Voting on any matter to come before the meeting shall be conducted in accordance with the normal procedures of the North Shore Winter Club including, at the Committee's discretion, by electronic vote. In the event of an electronic vote, the Committee shall determine the period that the vote shall be open and the date that voting will close
6. Any Board Director including the Board Liaison may attend Committee meetings as a non - voting participant. As well, the Committee may invite such Directors or, in consultation with the General Manager, such employees of the Club, or consultants, as may be considered desirable to attend meetings, and assist in the discussion and consideration of the business of the Committee.
7. The Chair of the Committee or any two members of the Committee may call a special meeting of the Committee.
8. Notice of the time and place of any special meeting shall be given at least two days prior to the time recommended for the meeting unless all members unanimously waive the notice for such a meeting. Notice shall be made in writing, facsimile, or electronic communication to each member of the Committee.
9. The Committee may, from time to time, require the expertise of outside resources. No outside resource or contract will be retained without the written approval of the General Manager; and

is out of funds raised by the Committee itself and is designed to benefit tennis and the tennis membership; and is within the limits outlined in the Accounting section below.

10. The Committee may delegate responsibility, but not authority, for matters within its jurisdiction to a sub - Committee or an individual Committee member or members, with the provision that all work performed by such sub - Committee and/or individual member or members must be reported on at each Committee meeting.
11. Other club members may assist the Committee by joining sub - committees as developed from time to time by the Committee.
12. Terms of reference and clear direction and date of termination of any short – term, non – permanent, sub - committee must be included in the minutes of the Committee.
13. A quorum for the transaction of business at a Committee meeting will be at least 50% of the voting Committee members. Questions arising at a meeting will be determined by a majority of votes of the members present in person. The Chair votes and in the event of a tie gets a second vote.
14. If the Chair is not present at any meeting of the Committee, then the Vice – Chair shall preside; if neither is present and no arrangements have been made for a replacement, one of the other members of the Committee, present at the meeting, shall be chosen by the Committee members present at the meeting to preside at the meeting.
15. All members of the Committee and any sub - committees must maintain confidences of the Committee and its work and act in the best interests of the Club, the players and the betterment of the tennis program exclusively.
16. Committee members are expected to attend a minimum of 75% of the meetings.

Accounting

1. All funds collected by the Committee must be deposited into the Club's bank accounts, and will be recorded in the Club's books as Committee Funds, for use in Committee programs and initiatives.
2. Purchase commitments or payments out of Committee Funds will be authorized in writing as follows:

Purchases	Approval limit
Up to \$1,500	Chair of the Committee, plus any one Committee member
Amounts over \$1,500	By resolution of the Committee, subject to General Manager approval

3. The Treasurer will be responsible for reviewing, accounting, and recording of all transactions and will prepare a year end statement of financial results.
4. The Committee shall not directly enter into on-going commitments, contracts, leases, nor hire personnel. If approved, the Club must enter into those contractual commitments on behalf of the Committee.

Role of Management

The General Manager and staff will support the Committee and its reasonable requests, and will work in a timely and cooperative fashion with the Committee to ensure the annual plan, the budget, and all relevant operational matters are implemented efficiently and professionally in keeping with the strategic plan of the Committee and the club.

The Tennis Director shall report to, and be accountable to, the General Manager and in doing so ensure he or she executes the annual plan and implements the operational requirements of the Committee's strategic plan in a timely and responsive manner.

The Tennis Director will work cooperatively and in a timely manner to implement programs and act on matters required to support the strategic and operating plans of the Committee. In the event a dispute between the Committee and the Tennis Director occurs, the parties will use best efforts to remedy the matter.

Should the issue remain unresolved the matter will be determined by the General Manager and the Chair of the Committee. The Board Liaison may be required to assist.

In the event of a disagreement between the General Manager and Committee Chair, they will use best efforts with the assistance of the Board Liaison to resolve the matter(s) within a reasonable time. The General Manager has the final determination of any issue before the Committee providing it falls within the approved plans and budgets of the Club and Committee. All other items are the purview of the Board of the Club.

Annual Goals Schedule

- a. to continue to review the format of the Club Championships in order to increase participation of members in both the tournament and the annual members dinner.
- b. to continue to develop programs for non-racquet sport members in order to attract all club members to the tennis and pickleball programs.
- c. to increase Racquet Committee involvement and awareness in junior tennis in order to support growth and development, including tournaments and recreational events.
- d. to continue to develop singles tennis at the club through the singles ladders.
- e. to develop tournaments and events for pickleball to encourage growth in the number of players.
- f. to refine and develop sponsorship opportunities for racquet sport tournaments to increase revenues for outdoor court improvements and/or new ball machine and other equipment.
- g. to improve the tennis viewing area.
- h. to look into creating a pickleball committee or a subcommittee of the Racquet Committee.
- i. to implement and refine intra-mural league for women first then men, and potentially a doubles ladder.
- j. to review league team selection mechanisms to meet goals of teams (competitive vs. fun).