

## **ATHLETICS ONTARIO TERMS OF REFERENCE**

### **PROGRAMS & SERVICES COMMITTEE**

Athletics Ontario recognizes that it must attract, develop, and retain association members by raising its profile and offering value based services, while sourcing additional funding in order to develop or improve member programs and amenities.

#### **AUTHORITY**

The Committee has the authority to advise the board and other committees of AO. As such, the Committee reviews, researches and investigates matters relating to marketing, communications, fundraising and membership and makes recommendations for policies and actions by the board. As required and with the approval of the board, the Committee may consult with independent professional experts to assist with the execution of its duties.

#### **COMPOSITION**

The Programs and Services Committee shall include:

- Chair (elected director)
- One additional board member
- Up to six (6) appointed members
- AO Chair (ex-officio)
- ED (ex-officio & non-voting)

A minimum of four of the eight members should have training and/or experience in one or more areas directly related to the Committee mandate (accounting, finance, communication, marketing, fundraising, project management, community development, government relations).

#### **APPOINTMENT**

The board will appoint the Chair of the Committee who will have overall responsibility for the activities of the Committee. The board shall appoint an additional board member and six additional persons to serve on the Committee for a one-year term.

#### **MANDATE**

The Programs & Services Committee will consider all activities or events undertaken by Athletics Ontario with the view of growing its membership, improving services, and generating additional revenue.

The committee shall develop an annual work plan with specific deliverables and timelines to:

- a) develop and implement a marketing plan that identifies the needs of its target audience and how to meet those needs with the products, services and programs;
- b) create and implement recruitment and retention programs to increase and maintain membership; and
- c) create a plan that will guide the organization in seeking out and securing sustainable funding

from an array of outside sources. The committee must identify and communicate with potential donors to support the work of the organization.

As such, the Committee is responsible for, but not limited to:

- Promote athletics through public relations efforts including responding to criticisms and letters to the association.
- Conduct surveys on topics of interest to promote the association.
- Liaison with the membership to provide enhanced communications.
- Oversight of association communication tools, including brochures and Website.
- Define membership benefits and create a program to market this information regularly.
- Actively recruit new members from non-traditional sources.
- Develop a plan to engage alumni.
- Review and develop enhanced applications' process.
- Develop new membership programs and recommend to board.
- Encourage member participation in association committees and activities.
- Create a volunteer recruitment program -- other than for technical officials.
- Determine if membership needs are being met and recommend measures or services that will better meet the changing needs of members.
- Raise the profile of AO through various outreach programs.
- Ensure that these areas are integrated into the AO business plan.

## **ROLES**

The Committee Chair shall lead meetings, set the meeting schedule, arrange meeting place/call, prepare the agenda and keep (or ensure the keeping of) minutes to record discussions and actions taken at all meetings. In addition, the Chair is responsible for reporting progress, project timelines, or providing written recommendations and reports.

Committee members must participate in discussions and share the workload. Each member's expertise, whether it is a skill or knowledge, contributes to the Committee's success. When assigned a task, it becomes each member's duty to complete the task and report back to the Committee.

## **MEETINGS**

The Committee will meet as required or at a minimum, will meet six times per year. Meetings may be held in person or by telephone conference.

## **REPORTING**

The Committee will report at every meeting of the board or as required, through its Chair. In addition, the Committee will communicate, as required, with other AO committees including the Competition Committee and Officials Committee.

## **EVALUATION**

The board will review the performance of the Committee on an annual basis and these terms of reference.