



## **TERMS OF REFERENCE**

### **PROGRAMS & SERVICES COMMITTEE**

**Revised January 2019**

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 Programs and Services Committee shall operate as a standing committee of Athletics Ontario. The Committee has the authority to review, research and investigate matters relating to marketing, communications, fundraising and membership and makes recommendations for policies and actions by the board. The Committee may consult with independent professional experts to assist with the execution of its duties, as required.

#### **COMPOSITION**

The Programs and Services Committee shall include:

- Chair (elected from committee members)
- Up to two (2) Board members
- Up to five (5) appointed members (including an athlete representative)
- Manager, Member Services, Programs and Development (ex-officio & non-voting)

A minimum of four 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 Chair of the Committee will be selected by Committee Members and will have overall responsibility for the activities of the Committee. The Manager, Programs and Services, will select up to seven additional persons to serve on the Committee for a one-year term. This term is renewable on an annual basis.

#### **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 products, services and programs.
- b. Create and implement recruitment and retention programs to increase and maintain membership.

- 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.
- d. Evaluate, identify, or monitor those activities and areas, which currently (or have the potential to) pose significant risks to the association.
- e. Recommend measures for the board, as required, on associated policies or procedures that will assist in avoiding or controlling association risks.

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

- Conduct surveys on topics of interest to promote the association.
- Liaise with the membership to provide enhanced communications.
- 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.
- Develop and recommend new membership programs and recommend to the 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 details, 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 a minimum of four times per year or as required. Meetings may be held in person or by telephone conference.

Carrying out the work of the Committee effectively requires a commitment to attend all meetings. Any Committee member who is absent, without reasonable excuse as determined by the board, from three consecutive meetings, will be considered to have resigned his/her position and shall be so informed in writing.

## REPORTING

The Committee will submit an annual report at every AGM or as required by the board through its Chair. In addition, the Committee will communicate, as required, with other AO committees including the Competition Committee and Officials Committee.

## EVALUATION

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

<b>PROGRAMS AND SERVICES COMMITTEE – TERMS OF REFERENCE</b>		
<b>OWNER:</b>	<b>STATUS:</b>	<b>DATE:</b>
Board	Approved	December 14, 2013
Board	Revised	May 23, 2015
Board	Revised	December 13, 2015
Board	Revised	May 29, 2016
Board	Revised	January 29, 2017
Board	Revised	December 7, 2017
Board	Revised	January 2019