



RACQUETBALL CANADA

GOVERNANCE POLICY

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Purpose

This guide sets forth how Racquetball Canada (RC), governs itself. It also establishes roles and responsibilities for the Board of Directors (“Board”), including Officers and Directors in their individual capacities, as well as the role of committees in governing the organization.

Scope

This guide applies to all individuals engaged and/or involved in the governance of RC in any fashion and for any period.

Statement

It is a fundamental operating principle of RC that good corporate governance is vital to the effective and efficient operation of RC. RC employs a model of governance that separates governance and management functions.

The Board follow the principles of sound governance endorsed by Sport Canada¹, namely:

- a. Recognizing high standards of ethical behaviour as a core principle in all governance activities;
- b. Demonstrating commitment to RC's vision, mission, values and strategic plan;
- c. Promoting clarity of roles and responsibilities within RC's governance structure;
- d. Providing continuity for RC by ensuring financial health and appropriate human resources; and
- e. Being transparent and accountable to members and others, for outcomes and results.

The Board delegates to the Executive Director the responsibility for managing the operations of RC in accordance with Board direction and policies, and subject to any limits that may be established by the Board.

Roles and Responsibilities

Role of the Board of Directors:

The Board's role and thereby the role of each Director of the Board, is to govern RC by providing leadership and direction in pursuit of its vision and mission. The Board is elected by the membership of RC and is accountable to the membership for competent stewardship that will ensure the long-term viability of RC. The Board of directors is to adhere to RC's Code of Conduct and Ethics and Conflict of Interest policies for all Board meetings.

- f. The Board's first duty is to the legal entity RC. In meeting this duty, the Board must ensure that all legal requirements under the relevant Acts are met, and that RC is protected from harmful situations and circumstances in the interests of current and future stakeholders;

¹ The branch of the Department of Canadian Heritage responsible for administering funding for sport in Canada.

- g. Maintain authority over, and responsibility for, the systems and structures employed by RC to direct and manage its general operations;
- h. Approve strategies, plans and policies that guide RC and provide appropriate oversight and direction for management and Committees;
- i. Ensure that longer-term strategic plans and annual operating plans for RC are in place;
- j. Ensure that there are sufficient and appropriate human and financial resources for RC to accomplish its work;
- k. Fulfill all legal requirements that pertain to Directors, including avoidance of conflict of interest;
- l. Remain attentive to the changing needs of RC's membership and key stakeholders; and
- m. Operate as a unified corporate body, speaking with one voice through formal motions adopted at its meetings.

Responsibilities of the Board of Directors:

Accountability:

- a. Ensures that RC operates within all applicable laws, rules and regulations;
- b. Ensures that RC operates in accordance with high ethical standards.
- c. Is accountable to RC's membership and abides by its decisions and directives;
- d. Maintains the trust and support of RC's membership;
- e. Ensures that the overall governance, organizational and staffing structure facilitates the pursuit of RC's strategic plan;
- f. Approves human resource policies applicable to management, staff, Committees and program volunteers, to be administered by the ED;
- g. Ensures that policies and procedures exist to identify, measure, manage and monitor risks facing the organization; and
- h. Ensures effective reporting of RC activities to stakeholders, funders and regulators on a timely and regular basis.

Selection, Support and Evaluation of Executive Director (ED):

- a. Appoints the Governance and Nomination Committee to assist the Board in fulfilling its executive oversight responsibilities;
- b. Selects the ED, determines the ED's compensation, and sets out in clear terms the ED's authority, responsibilities and accountability;
- c. Provides support to the ED to enable the ED to carry out responsibilities;
- d. Develops and employs effective procedures for the monitoring and evaluation of the ED, and as required, for the ED's termination;
- e. Supports the President in conducting a formal evaluation of the ED on an annual basis.

Financial Oversight:

- a. Appoints a Finance, Audit and Revenue Generation Committee to advise the Board in fulfilling its financial oversight and responsibilities;
- b. Governs RC with a view to its long-term financial health, by safeguarding RC's assets and resources;
- c. Approves RC's audited annual financial report, annual operating budget, and other financial reports as required;
- d. Approves policies that implement sound financial controls for RC and ensures policy compliance by management and committees;

- e. Provides every support to the ED to ensure that the ED is able to carry out the roles and responsibilities of financial analysis and effective utilization of RC's financial resources;
- f. Ensures that an effective relationship is maintained between RC and all funding agencies and financial partners; and
- g. Approves major financial decisions and actions.

Board Governance:

- a. Governs in accordance with RC's Articles of Incorporation, By-laws , this Policy and any other applicable governance policies of RC;
- b. Approves any changes to the Articles of Incorporation or By-laws for subsequent ratification by the membership;
- c. Approves other RC policies, including those pertaining to relationships with Members and Registered Participants;
- d. Approves the appointments of the Chairs of all RC Committees, and approves members of all RC Board Committees;
- e. Determines the policies, procedures and norms governing Board meetings, subject to RC's By-Laws and relevant legislation and regulation;
- f. Assesses the performance of the Board and its Directors on an annual basis; and
- g. Develops an orientation and on-going training program for Directors.

External Relations:

- a. Approves policies regarding the conduct of RC's relationships with external agencies, corporate partners and stakeholders;
- b. Approves policies regarding the protection and enhancement of RC's image and reputation;
- c. Approves appointments and/or nominations of RC staff or volunteers to external bodies, including International Racquetball; and
- d. Approves the selection of RC representatives to attend national and international events and competitions.

Other:

- a. Approves applications for membership in RC and any special terms and conditions of membership;
- b. Decides the time and place of the Annual Meeting, and Special Meetings of members;

Board Meetings:

Meeting Procedures:

- a. The Board will meet a minimum of four times per year;
- b. Meetings may be conducted in person or using electronic means, as determined by the Board;
- c. The Board will determine its meeting schedule through the development of an annual Board calendar. As required, the Board may determine to add or reduce the number of meetings, subject to paragraph a. above;
- d. The agenda for the Board meetings will be set by the President in consultation with the ED and, if necessary, other Directors;
- e. Documents related to agenda items will be delivered to the Directors at least three days in advance of the Board meeting by the ED or the ED's delegate;
- f. The rules of procedure for meetings will be *Robert's Rules of Order*, to be modified by decision of the Board, as required
- g. The President will chair the meetings of the Board. In the President's absence, the Vice-President will chair the meeting.
- h. In chairing the meetings, the Chair will guide the discussion so that it proceeds in an orderly, timely and efficient fashion, ensure that all views are heard, that the board reaches decisions, and that, while consensus is the goal, the will of the majority prevails.

Conduct at Board Meetings:

Each Director will comply with the standards of conduct as set out in the RC Code of Conduct and Ethics and, in the course of preparing for and attending Board meetings, will:

- a. Attend Board meetings regularly and participate fully in Board deliberations;
- b. Conduct oneself in Board meetings with a view to furthering the general interests of RC and not the interests of individual and group stakeholders;
- c. Respect confidentiality of Board business and Board deliberations;
- d. Seek to support the process of reaching decisions by consensus and, where necessary, support the majority decisions of the Board and speak with a unified voice about these decisions to the membership and the wider community;
- e. Conduct oneself in Board meetings in a manner exhibiting courtesy, goodwill, objectivity, frankness, openness to new ideas, restraint, effective communication, willingness to compromise, and respect for others;
- f. Ensure that the discussion of business occurs at the Board table and not outside the Boardroom between meetings; and
- g. Each Director will notify the President and ED in advance of a Board meeting if unable to attend a part of or the entire meeting.

Responsibilities of Officers:

Role and Responsibilities of the President:

- a. Chairs the Board of Directors;
- b. Ensures that all Officers perform their respective duties
- c. Act as the official representative of the Corporation in all relevant matters.
- d. Prepares, with assistance of the ED, the agenda and related documents for meetings of the Board and of the members, and ensures such meetings are conducted in accordance with the Articles, By-laws, the provisions of this Policy,

Robert's Rules of Order (to be modified by decision of the Board, as required) and any other applicable policies;

- e. Keeps the Board focused on advancing the vision, mission and strategic plan of RC;
- f. Ensures the Board develops strategies, plans and policies to guide RC;
- g. Ensures that the Board attends to its internal governance functions, including those relating to the training of Board members and to the Board's evaluation of its own performance;
- h. Ensures the relationship between the Board and ED remains positive, constructive and professional at all times and represents the collective will of the Board in communicating with the ED;
- i. Plays a leading role in communicating externally the vision, mission and values of RC, and information about RC's activities that is consistent with the views of the Board;
- j. Chairs the Annual Meeting, and Special Meetings of the Members; and
- k. Chairs the Governance and Nominating Committee

Role and Responsibilities of the Vice President:

The Vice President is voted upon by the membership. The Vice President's role is as follows:

- 1. In the absence or disability of the President, perform the duties and exercise the powers of the President, and will perform such other duties as may from time to time be established by the Board. Assisting the President and ED in the preparation of Board agendas,
- 2. Performing such other duties as may be assigned from time to time by the Board, the President or the ED

Role and Responsibilities of the Director of Finance:

The Director of Finance voted upon the membership. The Director of Finance's role is as follows:

- 1. Overseeing financial matters of RC;
- 2. Ensuring that proper accounting records as required by legislation are maintained;
- 3. Ensuring the deposit of all monies received in RC's bank account;
- 4. Ensuring the appropriate disbursement of funds;
- 5. Ensuring the Board is provided with an account of financial transactions and the financial position of RC;
- 6. Chair the Finance, Audit and Revenue Generation Committee;
- 7. Advising the ED on preparation of the budget; and
- 8. Performing such other related responsibilities and duties as may be directed from time to time by the Board.

Role and Responsibilities of the Executive Director (ED):

The following is intended to provide an overview of the ED's roles and responsibilities and relationship to the Board. The operational specifics of the ED's roles and responsibilities are set out by contract between the ED and the Board.

The ED is RC's lead professional and is appointed by the Board. The ED leads and manages RC in accordance with the strategic direction set by the Board. The ED heads a professional staff in a decentralized office environment. The ED is accountable to the Board of Directors and reports directly to the President.

As long as the ED applies 'any reasonable interpretation' of the board's policies, for example, does not set out to defeat the stated intent or the spirit of the policies, the ED is authorized to establish all operational policies, make all operational decisions and design and implement and manage all operational practices and activities. The ED must not take, allow or approve any action or circumstance in the name of RC that is in breach of the law, is imprudent, which means that it contravenes any organization-specific or commonly held business or professional ethic, or is in breach of generally accepted accounting principles.

ED's Executive Discretion

Acknowledging a Director's right to have access to information necessary to meet a Director's duty of care to the organization, the ED may refuse instructions or requests from individual Directors or from unofficial groups of Directors if, it is the ED's opinion that such requests or instructions are:

- a. Inconsistent with the Board's policies;
- b. Deemed to make unjustifiable intrusions into the ED's or other employees' time; or
- c. An unjustifiable cost to RC.

The ED must notify the President of the use of this Executive Discretion, where practicable, prior to the exercise of this Executive Discretion.

Committees

Role of Committees in RC Governance:

The Board recognizes that the membership cares passionately about the sport and community of Racquetball in Canada and has high expectations of RC. Committees are a critical element in providing superior and timely advice to the Board and the ED on key areas of governance, stewardship and strategy. They also provide a means for individuals to contribute directly to RC and to the sport and can serve to prepare individuals for greater responsibilities in RC. Committees are also an important avenue to communicate with RC's membership and other stakeholders on what the organization is doing, why it has chosen certain approaches, and what results are being achieved.

Committees:

Standing Committees

The RC has two Standing Committees, which advise the Board on issues of RC governance:

- a. Governance and Nominating Committee. The Governance and Nominating Committee is responsible for ensuring, on a continuing basis, that the RC Board is composed of qualified and skilled persons capable of, and committed to, providing effective

governance leadership to RC. This committee also reviews the governance policies and ensures Racquetball Canada is adhering to good governance.

- b. Audit and Revenue Generation Committees. The Audit and Revenue Generation Committee is responsible for assisting the Board in fulfilling its oversight responsibilities in relation to financial reporting, financial policies and strategies, and compliance with legal obligations. This committee is also responsible for financial revenue generation ideas and implementation.

The Board will also establish committees to assist the Board and the ED in their leadership and governance roles in two main areas:

- a. Board Committees – providing governance and stewardship advice, and
- b. Technical Committees – providing technical and program advice.

The Board of Directors and the ED each have authority to establish ad-hoc working groups for any purpose, putting such conditions, restrictions, or limitations on the mandate of such committees and their composition, as they deem appropriate. Ad-hoc working groups will usually be established for specific and time-limited tasks.

Board Committees:

Board Committees support the Board in its governance and stewardship work. These committees will be accountable directly to the Board and include:

- a. Hall of Fame Committee The Hall of Fame Committee shall determine and document, using identified criteria, recipients of RC's Hall of Fame Awards. The Hall of Fame Awards Committee shall submit nominations, as appropriate, for Awards outside the realm of RC (i.e. Canadian Olympic Committee Hall of Fame).

Technical Committees:

Technical committees will report to the Board through the ED. The role of the Technical Committees is to support the ED, staff and the Board in meeting RC's Strategic Goals. Matters before the Technical Committee that require Board input or approval will be taken to the Board by the ED. These committees will support RC in meeting its Strategic Goals by recommending policies and practices to the Board, and by advising the ED on technical and program issues. Technical committees will include:

- a. Sport Development Committee
- b. Athlete Development Committee
- c. High Performance Committee
- d. Marketing and Communication Committee
- e. Coaches Committee
- f. Athletes Committee

Terms of Reference for the RC's Standing, Board and Technical Committees are provided in Appendix 1. Terms of reference for RC's ad hoc working groups are developed on an as-needed basis by the Board.

Procedures

Communication:

- c. Any member of the Board that has an issue will go through the President of RC and will not speak to the ED or the staff. The President of RC will then communicate with the ED if they deem it necessary.
- d. Any RC staff that has an issue will go through the ED and the ED will communicate with the president of RC if necessary. The staff is not to speak directly to board members.

Violations of the standards and procedures set out in this policy and its appendices may be found to constitute a violation of the RC Code of Conduct and Ethics. As such, the procedures for addressing such violations as set out in the RC Discipline and Complaints and related policies will apply.

This Policy is subject to review at least once every 3 years.

Date of last review: August 2022

The publication of Racquetball Canada policies will be in the English and French languages

APPENDICIES

Appendix 1: Committee Guidelines and Procedures

Committees will operate under a series of guidelines that will serve to ensure committees remain relevant, focused and continue to serve the needs for which they were established:

- e. Committees must operate in a manner that is transparent and open, and accountable to RC's Board, Members, and Registered Participants;
- f. The Board will work through its Committees as a means to communicate and engage directly with RC's Members and stakeholders;
- g. Committees shall have Terms of Reference approved by the Board defining their role, life span, procedures and functions, and the boundaries of their authority;
- h. The Board will review each Committee's mandate and terms of reference, identifying anticipated outcomes of committee work and evaluating progress. The review will ensure each committee continues to meet the governance, stewardship, or strategic oversight reasons for its establishment.

Committee Procedures:

- a. Committee Chairs are appointed by the Board and will serve for two-year terms, which can be renewed.;
- b. The Board must approve the appointment of members to Standing and Board Committees;
- c. The ED must approve the appointment of members to Technical Committees;
- b. Committee membership will firstly be competency based, with members chosen based upon the knowledge, skill and experience required by the committee. However, in the composition of committees, the Board and the ED should also ensure diversity in the collective volunteer cadre that makes up the RC committees' membership;
- c. Committees may bring in outside members from time to time in order to bring additional skills, experience or networks;
- d. Unless explicitly empowered by the Board, committees or working parties cannot make decisions on behalf of the Board or ED or speak for the Board or the ED. For the most part the function of committees in fulfilling their role is to advise and make recommendations to the Board or the ED;
- e. The work of committees and working groups must not conflict with the ED's delegated responsibilities, including those responsibilities assigned to staff;
- f. Committees shall not exercise authority over employees nor shall they delegate tasks to any employees unless the ED has specifically agreed to such delegation.

Appendix 2: Governance and Nominating Committee – Terms of Reference

	Governance Committee
Mandate	The Governance Committee is a committee of the Board of Racquetball Canada (RC). Its primary responsibility is the oversight and implementation of annual Board of Director nominations and elections.
Key Duties	The Committee will perform the following key duties: • Seek, identify and recruit qualified individuals to stand for election as Directors – in addition to seeking candidates through the usual networking channels within the local sport community, the Committee will also issue an open call for nominations through promotional efforts including, but not limited to, press releases, RC’s website and the websites of RC’s provincial partners, SIRC, other online services where suitable, and advertisements in local newspapers. • Ensure that candidates for election meet the qualifications to serve as a Director, and fulfill the requirements set out in Racquetball Canada’s Bylaws. • Determine what skills and qualities are necessary for the Board to possess • Communicate directly with each candidate to discuss the roles, responsibilities and expectations of a Director. • Promote diversity of the Board in relation to gender, age, language, ethnicity, professional backgrounds, and personal experiences. • Have regard to the specific and desired competencies required on the Board as a whole in soliciting nominations. • In accordance with the Bylaws, oversee all aspects of the election procedures leading up to and at the Annual General Meeting, including identifying and enforcing specific timelines and any other administrative requirements. • Where appropriate, identify individuals for future nomination as Directors and maintain this information for use by future Governance Committees. • Carry out these duties in a manner that encourages a long-term view of RC’s leadership needs, as well as Board succession planning. • Such additional duties as may be delegated to the Committee by the Board from time to time.
Authority	The Committee will exercise its authority in accordance with Racquetball Canada Operational Plan and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board, unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of three (3) individuals appointed by the Board. The Board will appoint one of the three (3) individuals to act as the Chair. Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.

Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the RC Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Chair.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 3: Audit, Finance and Revenue Generation Committee – Terms of Reference

	Finance and Audit Committee
Mandate	The Finance and Audit Committee is a standing committee of the Board of the Organization. It is responsible for oversight related to corporate auditing and report, financial policies and strategies, and financial risk management.

Key Duties	The Committee will perform the following key duties: • Advise the Board on compliance with legal and regulatory requirements. • Determine the adequacy of the Organization’s internal financial controls and procedures for financial reporting to the Board, Members, and funding agencies. • Develop and oversee the implementation of financial policies to safeguard the Organization’s assets and revenue streams. • Review and approve the scope of the annual audit and audit fees to be paid, and annually recommend the appointment of an auditor at the Annual Meeting. • Ensure that any problems, issues or concerns raised by the auditor are promptly and satisfactorily addressed by the Board. • As required, receive reports and advise the Board on any material government investigation, litigation, contractual dispute, or legal matter. • Advise the Board on risk management and insurance policies and programs. • Work with staff to review and assess budgets, and advise on budget recommendations to the Board. • Provide expertise to enhance the quality of Board discussion on financial matters and facilitate effective Board financial decision- making. • Additional duties as may be delegated to the Committee by the Board from time to time. The Committee will have the authority to conduct investigations and to retain, with the approval of the Board and at the expense of the Organization, the services of outside resources, including legal counsel or other experts.
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Authority	The Committee will exercise its authority in accordance with the Bylaws and such additional provisions as are set out in this Terms of Reference, and will do so without interference from the Board. The Committee is a limited agent of the Board in relation to audit matters, and is an active advisor to the Board on all other financial matters. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of the Treasurer (who will Chair the Committee) and three additional persons who are appointed by the Board at the Annual Meeting or at a meeting of the Board. At least one member of the Committee will be a CPA or its equivalent, or will be financially literate as interpreted by the Board in its business judgment. Members of the Committee will serve terms of two years, which may be renewed by the Board.
Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary resources from the Organization to fulfill its mandate. The Committee may, from time to time, receive administrative support from the Organization.
Reporting	As a standing committee of the Organization, the Committee operates independently of management and the Board. Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Chair.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	The provisions of the Bylaws as they relate to the Finance and Audit Committee will also apply.

Appendix 4: Sport Development Committee – Terms of Reference

	Sport Development Committee
Mandate	The Sport Development Committee is a committee of the Board of Racquetball Canada (RC). Its primary responsibility is the oversight and implementation of Racquetball Canada's <i>Sport Development</i> section of the Racquetball Canada Operational Plan.

Key Duties	The Committee will perform the following key duties: • Select the locations for national events as per Racquetball Canada's <i>Bid Selection Grid</i> • Select officials for national and international events as per Racquetball Canada's <i>Officials Selection Policy</i> • Implement training for officials at national events • Develop, maintain and implement Racquetball Canada's training and evaluation program for Officials • Set the ranking run schedule and work with the provider of rankings to ensure rankings are correct and completed on time • Maintain and update ranking rules and processes • Work with the Administrator of High Performance and Sport Development to implement and develop the NCCP (coaching education) program for Racquetball • Support the approval of event sanctions when needed (via the Executive Director) • Collaborate with the Athlete Development Committee and High Performance Committee when needed The Committee will have the authority to retain, with the approval of the Board and at the expense of Racquetball Canada, the services of outside resources as needed.
Authority	The Committee will exercise its authority in accordance with Racquetball Canada Operational Plan and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board, unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of three (3) individuals appointed by the Board. The Board will appoint one of the three (3) individuals to act as the Chair. The Racquetball Canada Administrator of High Performance and Sport Development will serve as an ex-officio member of this committee. Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.
Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.

Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the RC Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented electronically by the Chair or the Racquetball Canada Administrator of High Performance and Sport Development
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 5: Athlete Development Committee – Terms of Reference

	Athlete Development Committee
Mandate	The Athlete Development Committee is a committee of the Board Racquetball Canada (RC). Its primary responsibility is the oversight and implementation of Racquetball Canada's <i>Grassroots Athlete Development</i> section of the Racquetball Canada Operational Plan.
Key Duties	The Committee will perform the following key duties: • Develop and implement resources to support athlete development pathway in the Learn to Train and Train to Compete LTAD stages • Create partnerships with organizations to help grow the sport of Racquetball (i.e., Boys and Girls Clubs, other sport organizations, YMCA's) • Collaborate with the High-Performance Committee to support and enhance the development of Junior aged players • Develop and implement events to showcase the sport of Racquetball and promote participation • With the Executive Director, develop the annual budget for the committee for recommendation to the RC Board for their approval. The Committee will have the authority to retain, with the approval of the Board and at the expense of Racquetball Canada, the services of outside resources as needed.
Authority	The Committee will exercise its authority in accordance with Racquetball Canada Operational Plan and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of three (3) individuals appointed by the Board. The Board will appoint one of the three individuals to act as the Chair. The Racquetball Executive Director will serve as an ex-officio member of this committee.

	Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.
Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the RC Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented electronically by the Chair or Racquetball Canada's Executive Director
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 6: High Performance Committee – Terms of Reference

	High Performance Committee
Mandate	The High-Performance Committee is a committee of the Board of Racquetball Canada (RC). Its primary responsibility is the oversight and implementation of Racquetball Canada's <i>High-Performance Athlete-Development</i> section of the Racquetball Canada Operational Plan.
Key Duties	The Committee will perform the following key duties: • Develop and monitor a high-performance plan for RC relevant to Train to Win and Train to Compete stages of the RC Long-term Athlete Development framework. • Conduct an annual high-performance plan evaluation to confirm that objectives of the high-performance plan are being met and are achieving the desired results. • Identify players with potential ability to compete successfully at the international level. • Develop and recommend to the RC Board the process and criteria to be used for the selection of athletes, coaches and support staff to the National Team Program and specific International Event Teams for international tournaments and competition, which would require Board approval prior to implementation. • Implement the RC Board approved process and criteria for selecting athletes, coaches and support staff to the National Team Program and International Event Teams for international tournaments and competition.

	• Develop and recommend to the RC Board the process and criteria to be used for the selection and nomination of athletes to the Sport Canada Athlete Assistance Program (AAP) which would require Board approval prior to implementation. • Implement the RC Board approved process and criteria for nomination and selecting athletes to the Sport Canada Athlete Assistance Program (AAP). • Recommend to the Executive Director, the appointment of a volunteer to act as Team Manager as required at international events. • Collaborate with the Athlete Development and Sport Development Committees as needed to develop and implement the athlete development system with particular emphasis on the Train to Win and Train to Compete stages of long-term athlete development. • Develop and implement mechanisms by which the extended RC community understands the high-performance programs, thereby contributing to the creation of a unified approach to high performance training and athlete development. • With the Executive Director, develop the annual budget for the committee for recommendation to the RC Board for their approval. • Ensure that materials and data developed regarding the RC High Performance program are updated and shared with the RC national office. The Committee will have the authority to retain, with the approval of the Board and at the expense of Racquetball Canada, the services of outside resources, including sport scientists and coach educators.
Authority	The Committee will exercise its authority in accordance with Racquetball Canada Operational Plan and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board, unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of a minimum three (3) individuals to a maximum of five (5) appointed by the Board. The Board will appoint one of the individuals to act as the Chair. If possible one member must be independent (chair), 1 member will be from the coaches committee and one member will be from the elite athletes. Additional athletes may be selected if (1) retired athlete or The Racquetball Canada High Performance Director will serve as an ex-officio member of this committee. Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.
Meetings	The Committee will meet virtually or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the RC Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented electronically by the Chair or the Racquetball Canada High Performance Director

Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 7: Hall of Fame Committee – Terms of Reference

	Hall of Fame Selection Committee
Mandate	The Hall of Fame Selection Committee is a committee of the Board of Racquetball Canada (RC). Its primary responsibility is the oversight and selection of members to Racquetball Canada's Hall of Fame.
Key Duties	The Committee will perform the following key duties annually: • Review Hall of Fame nominations • Ensure nominations are complete • Using the pre-selection matrix assess the merit of the Hall of Fame nominations • Vote on Hall of Fame nominations • Recommend to the Board of Directors names of Hall of Fame inductees Review Hall of Fame policy and procedures, and if needed recommend revisions to the Board. The Committee will have the authority to retain, with the approval of the Board and at the expense of Racquetball Canada, the services of outside resources as needed.
Authority	The Committee will exercise its authority in accordance with Racquetball Canada Operational Plan, the Hall of Fame Policy and Procedures and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of five (5) individuals appointed by the Board. The Board will appoint one of the five individuals to act as the Chair. When possible, one of the Committee Members will be a Member of the Hall of Fame. The Committee will also maintain a pool of two other volunteers appointed by the Board. The Committee will draw on the pool of volunteers in the event that a member is unavailable due to a conflict of interest related to a nomination or if there is a vacancy on the Committee. The Racquetball Executive Director (or their designate?) will serve as an ex-officio member of this committee. Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.

Meetings	The Committee will meet virtually or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented electronically by the Chair or Racquetball Canada's Executive

	Director
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 8: Marketing and Communications Committee – Terms of Reference

	Marketing and Communications Committee
Mandate	The Marketing and Communications is a committee of the Board of Racquetball Canada (RC). Its primary responsibility is the oversight and implementation of Racquetball Canada's Marketing and Communications (website and social media) and the <i>Marketing and Promotion</i> section of the Racquetball Canada Operational Plan.
Key Duties	The Committee will perform the following key duties: Marketing • Develop revenue generation plan in coordination with the Executive Director • Offer advice and insight on marketing and fundraising opportunities. • Communicate as necessary with people of influence • Research and make recommendations for revenue streams • Create and manage fundraising events • Create sub-committees, as necessary, to direct specific projects Communications • Develop partnerships with local and national media outlets to maximize exposure of RC events and athletes • Manage the live streaming of RC's national events where applicable • Manage RC's social media accounts • Regularly update social media and the website regarding RC athlete performances and events (i.e., selection events, tour events, national championships and International Travel Team results) • Work with the Executive Director to maintain RC's website • Assist provincial partners with their websites (those that are linked to the national RC site) • Assist the Executive Director with communications as needed • Create sub-committees, as necessary, to direct specific projects The Committee will have the authority to retain, with the approval of the Board and at the expense of Racquetball Canada, the services of outside resources, including streaming support for live events and access to fundraising expertise

Authority	The Committee will exercise its authority in accordance with Racquetball Canada Operational Plan and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board, unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of three (3) individuals appointed by the Board. The Board will appoint one of the three (3) individuals to act as the Chair The Racquetball Executive Director will serve as an ex-officio member of this committee.

	Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.
Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the RC Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented electronically by the Chair or Racquetball Canada's Executive Director
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 9: Coaching Committee – Terms of Reference

	Coaching Committee Terms of Reference
Mandate	The Coaching Committee is an advisory committee to Racquetball Canada (RC). This committee is dedicated to brainstorming, implementing, and reviewing coaching strategies to help develop and maintain strong junior programming across Canada.
Key Duties	The Committee will perform the following key duties: • Determine the needs and wants of coaches • Create coaching strategies for all levels of development • Develop recruiting strategies for programming • Create programming structures • Ensure LTAD and Competition Review concepts are built into coaching across Canada
Authority	The Committee will exercise its authority in accordance with Racquetball Canada's Operational Plan and with the additional provisions as set out in this Terms of Reference and will do so without interference from the Board unless described herein. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of a minimum of (3) individuals to a maximum of 12 individuals appointed by the Board. The Board will appoint one of the individuals to act as the Chair. Members will be comprised of a minimum of one coach from each region in Canada (West, Central and East) with equal gender balance.

	The Racquetball Canada Community Co-ordinator will serve as an ex-officio member of this committee. Members of the Committee will serve terms of three years, which may be renewed by the Board. One (1) member of the Committee will be appointed on a rotational basis for a three (3) year term.
Meetings	The Committee will meet virtually, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary reasonable resources from Racquetball Canada to fulfill its mandate, as approved by the RC Board. The Committee may, from time to time, receive administrative support from Racquetball Canada.
Reporting	Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented electronically by the Chair or Racquetball Canada's Community Coordinator
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	

Appendix 10: Sample Meeting Template

Meeting Agenda Template Date

Invited:

Meeting time:

Meeting location:

Item		2. Time
1.	<u>Chair Welcome and Land Acknowledgement</u>	5 minutes
2.	<u>Roll Call</u>	2 minutes
3.	<u>Additions to Agenda</u>	1 minute
4.	<u>Approval of Agenda</u> <i>Motion to approve</i>	1 minute
5.	<u>Declaration of Conflict</u>	5 minutes
6.	<u>Approval of previous meeting minutes</u> <i>Motion to approve as circulated</i>	5 minutes
7.	<u>Business Arising</u>	10 minutes

8.	<u>Electronic Correspondance</u>	5 minutes
9.	<u>Reports</u>	20 minutes
10.	<u>Motions:</u>	20 minutes
11.	<u>Discussions:</u>	20 minutes
12.	<u>Operational Plan:</u>	15 minutes
13.	<u>New Business</u>	10 minutes
14.	<u>Next Meeting:</u>	5 minutes
15.	<u>Adjournment:</u>	

Appendix 11: Sample Minutes Template

1. Meeting Agenda Minutes Date

Present:

Regrets:

Meeting start:

Meeting location:

Item	Discussion	2. Action Items
1.	<u>Chair Welcome and Land Acknowledgement</u>	
2.	<u>Roll Call</u>	
3.	<u>Additions to Agenda</u>	
4.	<u>Approval of Agenda</u> <i>Motion to approve</i>	
5.	<u>Declaration of Conflict</u>	
6.	<u>Approval of previous meeting minutes</u> <i>Motion to approve as circulated</i>	
7.	<u>Business Arising</u>	
8.	<u>Electronic Correspondance</u>	

9.	<u>Reports</u>	
10.	<u>Motions:</u>	
11.	<u>Discussions:</u>	
12.	<u>Operational Plan:</u>	
13.	<u>New Business</u>	
14.	<u>Next Meeting:</u>	
15.	<u>Adjournment:</u>	