



## Minor Hockey Committee May 2019

# NSWC MINOR HOCKEY COMMITTEE TERMS OF REFERENCE

### *Operating Guidelines & Terms of Reference*

2019

### **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 Minor Hockey Committee (the "Committee") to be responsible for and to assist the General Manager, Hockey Director and staff in attaining the Club's vision, and strategic goals as it relates to hockey programs at the Club.

The role of the Committee at the Club is to assist the Hockey Director and the Club management in providing members with the highest possible standards for hockey programs and activities. With support from the Hockey Director, the Committee is responsible to monitor and review the hockey policies and procedures at least annually, to assist in the club's interactions with all governing hockey bodies, to lead and/or assist with the running of tournaments, and to assist in the club's interactions with members and potential members. In addition, the Committee provides oversight of all hockey related discipline issues, with both players and parents. Finally, and most importantly, the committee will work with the staff to develop the best hockey programs, initiatives and experiences possible for the membership, all of which 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 Minor Hockey Committee**

#### **Goals of the Minor Hockey Committee**

The Committee is constituted for the express purpose of providing the overall direction and policy for operational performance of hockey to the satisfaction of the membership, and the Board. This will be

done as noted herein with the collaboration of the General Manager, Hockey Director and staff of the Club in a manner consistent with the overall vision and plan for the Club. The Hockey Committee shall be responsible for:

- a. overall vision, mission and supporting philosophy for hockey 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 hockey 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 hockey tournaments at the club, and the approval of tournament committees;
- e. the establishment of a budget and purchasing process within the Committee Fundraising budget in keeping with prudent accounting and club practices;
- f. the establishment of an annual list of capital projects related to hockey at the Club 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 Hockey Director, to define policies and programs for the use of the hockey facilities; and
- j. Continuing to monitor the maintenance of hockey related amenities and to make recommendations to management regarding any need for improvements to these amenities.

**The short term goals for 2019/2020 are as follows:**

- a. to have the best coaches
- b. to ensure all teams have a Team Manual which includes budget templates, safety information, tournament options, manager protocols and other valuable information.
- c. to ensure all players receive a mid-year and end-of-year report card
- d. to create productive and effective volunteer sub-committees
- e. to enhance member satisfaction and value
- f. Other Goals (to come)

## 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 Hockey Director and Club management with respect to the strategic approach for hockey programs and with respect to the development and implementation of hockey 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 BC Hockey and Hockey Canada.

## Annual Plan and Budget Approval

Each year, the Committee will identify key goals and objectives and KPI's for the hockey department, that align with the Club's strategic plan.

The Hockey Director, with input from the Committee, will then be responsible for developing an annual operating plan and budget each year consistent with these goals and objectives.

The Hockey Director and Hockey Committee will develop and refer this plan and budget to the General Manager by August 15<sup>th</sup> 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 player registration fees
- b. The process for determining team size and selection
- c. The calendar of all club hosted tournaments and hockey events (TNT, etc)
- d. A communication plan developed by the Hockey Director with the Committee's input to support all aspects of the hockey program
- e. A plan for any hockey related capital upgrades required to meet the goals of the Club
- f. Proposed amendments to the Committee's policies and procedures
- g. Assignment of responsibilities and accountability for tasks, and

- h. A review of ice availability to ensure a fair and equitable balance between all users (rep, hawks, female, seniors, etc)
- i. A list of Capital priorities
- j. Other...

## Composition of the Hockey Committee

The Committee will be comprised of five voting members, plus a Board Liaison:

- a. The Chair, a Committee member appointed by the Board on advice of the Committee and GM
- b. Vice Chair, Hockey Operations, a Committee member appointed by the Board on advice of the Chair and GM
- c. Vice Chair, Administration, a Committee member appointed by the Board on advice of the Chair and GM
- d. Vice Chair, Rep & Growth, a Committee member appointed by the Board on advice of the Chair and GM
- e. Vice Chair, Female & C Hockey, a Committee member appointed by the Board on advice of the Chair and GM
- f. Board Liaison, a Board member and non-voting Committee member appointed by the Board;

The Committee may form working sub-committees from among the membership to support the roles referenced above, such as female hockey, the running of tournaments or events, or for any other specific goal or task as the Committee sees fit.

On an annual basis, likely in May of each year, the Board will appoint the Committee Chair, and in addition, the five Vice Chairs. 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 future Chairs of the Committee be selected from interested Vice Chairs, and that future Vice Chairs be selected from members of the various sub-committees.

It is preferred that the committee composition changes every two to three years.

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

If deemed necessary, the committee could be expanded as needed by approval of the Board.

## Minor Hockey 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.
- Ensures minutes are taken at each meeting and posted to the membership.
- Ensure committee members are following through with tasks.
- Attend at least annually at Board meetings, and report to the Board on Committee activities
- Contact of cooperation between committee and Club management.
- Write an annual report for the Committee's 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.
- To recommend to the Board individuals to fill vacancies on the Committee.

### Vice – Chair – Hockey Operations

- The responsibilities overseen by the VC - Hockey Operations includes;
  - Referees
  - Tryouts
  - Facilities
  - Division Coordinators
  - Coaching
  - Risk Management

### Vice – Chair – Administration

- The responsibilities overseen by the VC - Administration includes;
  - Policy & Process
  - Discipline
  - Events & Tournaments
  - Ice Schedule/Rescheduling Conflict Ice
  - Finance

### Vice – Chair – Rep & Growth

- The responsibilities overseen by the VC – Rep & Growth includes;
  - Rep Hockey
  - Zone Programs
  - Academy Pursuit
  - Tech & Innovation

### Vice – Chair – Female & C Hockey

- The responsibilities overseen by the VC – Female & C Hockey includes;
  - Female Hockey
  - Lions Gate League
  - Fundraising

## 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.

## Duties and Operation of the Hockey Committee

1. The Committee will review its own vision, strategic plan, fundraising 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 August 15th of each year.
2. The Committee will meet no less than ten times per year on specified dates (i.e. the first Monday of September through June).
3. The Chair will, together with the Hockey Director, 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 Chair 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 Hockey members. At this meeting the Committee shall report on its activities throughout the year and seek relevant feedback from the members involved in hockey at the Club.
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 Manger, 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; will be paid for out of funds raised by the Committee itself; is designed to benefit the hockey 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 three of the five voting Committee members. Questions arising at a meeting will be determined by a majority of votes of the members present in person or by phone. 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 any of the Vice – Chairs may 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 the confidences of the Committee and its work and act in the best interests of the Club, the players and the betterment of the hockey program exclusively.
16. Committee members are expected to attend a minimum of 70% of the meetings.

## **Accounting**

1. All funds collected by the Committee, fundraising or other, 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. The Club's Controller will be responsible for reviewing, accounting, and recording of all transactions and will prepare monthly statements as well as a year end statement of financial results.
3. 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.

4. The Committee, with feedback from staff and the facilities committee, will determine how monies raised through fundraising efforts will be directed for capital and/or programming needs.

## **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 Hockey 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 Hockey 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 Hockey 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.