



TERMS OF REFERENCE

Committee: Marketing and Communications

Reports to: Board of Directors, Chair and Vice-Chair

Version Date: January 11, 2021

Purpose/Mandate:

To provide guidance, assistance and expertise in the development and implementation of effective Marketing and Communications plans for the organization, respective committees and board to support achieving goals.

Responsibilities:

The responsibilities include facilitating communication with Ontario sport sector as well as, within the organization. These activities include, but are not limited to, the following:

- Developing content and messaging that meets the needs and is visible to the Ontario sport community;
- Considering programs that meet the needs of the Ontario sport community;
- Enhance the value of being a member of the organization that is in the Ontario sport community;
- Enhance internal and external communications by establishing a mechanism for publishing, distributing and overseeing activities relating to content and messaging;
- Maintaining and updating the web site, social media (youtube, facebook, instagram, LinkedIn, twitter) and other platforms;
- Develop annual marketing and communications plans;
- Development of measurement criteria;
- Identify cross marketing opportunities with key stakeholders;
- Conduct annual evaluation of marketing and communications programs;
- Provide input on communications issues that arise;
- Provide board with advice related to marketing, and communications.

Guiding Principles:

The Marketing and Communication Committee is guided by the following principles:

- **Collaborative:** Recognizing the unique perspective of the members is paramount. Dialogue and member engagement is knowledge and their contribution is always to be valued. Creating a safe space for a collaborative work environment (so we can speak freely).
- **Inclusive:** Discussion, advice and recommendations reflect the experience and knowledge of a cross-section of member interests.
- **Collective:** A collective voice focussed on the broader agenda in working for the betterment of sport in Ontario; putting individual agendas aside to further the overarching goal.
- **Respect:** Each other; individually and the work we do.
- **Transparent:** Open, honest and frank.
- **Dynamic:** Shift to adapt/respond to the environment as it evolves.
- **Accountability:** It is recognized members have accountabilities to their respective organizations. Members are expected to bring to the discussions their views, knowledge and experience of the

organization they represent, and promote awareness and understanding within their organization about deliberations of the committee and reasons for decisions taken.

- **Contribution-Based Participation:** Members demonstrate their commitment through their active participation in meetings and conference calls, and keeping informed of business by reviewing documents provided, and providing feedback as required. Members are encouraged to seek support for consensus-based agreements formed by the committee.

Composition

The Chair and committee members are selected based on their knowledge and experience working in marketing and communications and on their previous experience in Board policy development.

Chair/Co-Chair

The committee has a chair (1). The chair is a board of director.

Vice chairs and/or co-chair (1-2) can be determined by the chair appointed by the board.

Committee Members:

The committee positions are appointed by the Executive Committee, through an open Expression of Interest process and made up of representatives from the Board and Ontario sport sector.

A maximum of seven (7) members, including the Chair, ideally consisting of:

- One to three (1-3) Directors;
- Two (2-4) individuals (active members and non-members); and,
- One (1-2) subject matter expert.

The Chair and committee members are selected based on their knowledge and experience working in Marketing and Communication.

Term:

The term of each committee member is two years with the exception of the Board of Directors who remain as per their term on the Board. The members of the marketing and communications committee are selected through a call to the Ontario sport sector and are ratified by the executive committee.

For purposes of continuity as the committee is established, at the first meeting of the committee the committee will elect half the members to serve a one-year term. All terms thereafter will be two-year terms.

Quorum:

Quorum for the meeting will be 50% or greater of committee members.

Working Operations

Meetings:

An agenda and background material (where available) is circulated in advance of each meeting.

The committee will meet at a minimum quarterly via conference call, video call or in-person as requested by the chair/co-chairs. A meeting may be called as needed by the chair/co-chairs.

Recording of Minutes

An outline of the material, issues discussed by the committee, and all recommendations, shall be recorded in the minutes of the meeting by the person designated by the committee. Minutes of the meetings will record time, date, and participants of the meeting. Minutes are distributed within 30 days of the meeting.

Voting:

The objective of the Committee is to build consensus to obtain a majority or unanimous vote. In the unlikely event that a majority vote cannot be achieved, the Chair/Co-Chairs will determine the recommendation to be made.

Reporting

The committee will provide its recommended strategy and priorities to the Executive Committee and Board of Directors. An annual report will be provided to the membership.

Authority

The committee is responsible to its members and the sector.

The committee does not have decision-making authority, but has the authority to make recommendations to the Executive Committee and Board of Directors as required.

Working Groups

The committee may establish ad hoc working groups on specific areas as required.

Funding

Committee members are responsible for their own expenses when attending meetings and/or participating in conference calls or ad-hoc committee work.

Coordination with other Committees

The chairs or another designate(s) are responsible for maintaining strong working relations with other committees to support alignment, collaboration and coordinate sectoral voice.

Amendments and Review of Terms of Reference

These Terms of Reference shall be reviewed at least every two years.

Conflict of Interest

To ensure open and transparent meetings, members will be asked to disclose any conflicts of interest at the start of each meeting. (A conflict of interest is defined as a person or organization involved in multiple interests, financial or otherwise, and serving one interest could involve working against another).