

Committee Roles and Responsibilities

The Role of the Committee

As a committee member, you're an important part of the Club. What you do and say during your meetings can have considerable bearing on the success of the Club. Though your contributions will be numerous, most of what you will accomplish will be under the radar with very little public recognition. Please be assured that your efforts are greatly appreciated by the Board, Management team and most members. This is the spot where you come directly in contact with club meetings, planning, and organizational disciplines. Being a committee member gives you a voice and allows you to frame important decisions on Club policy, Club strategy and the general future direction for generations of members to come.

The principal function of the Club's committee system is to assist the Board of Directors in the effective leadership and governance of the Club. The first and most important committee role is to help the Board articulate the members' expectations in the area of the committee's focus.

The effectiveness of our committee system rests on a foundation of a few key principles:

- **Committees are established by the Board** and therefore derive their authority and scope of responsibility from the Board, as outlined in the bylaws of the Club. In practice, committees' function with a great deal of independence, except as limited by the bylaws, rules and budget of the Club.
- **Committees are created to aid in the process of governance**, as opposed to operations or management. A committee is expected to articulate a vision for its area of interest and make recommendations to the Board that will facilitate realization of that vision. Committees study issues and make recommendations. In this regard, a committee is not doing "sub-board" work; it is doing "pre-board" work. This means that they are working and thinking at the level of the Board ("what is best for the Club as a whole?") before the issue comes to the Board. Once adopted by the Board, these recommendations serve as the basis for staff recommendations about implementation of policy or requests for resources (budgets).
- **Committees are purely advisory** (to the Board) in their nature. They consist of members with an interest in a particular area of the Club and support Board action by studying in-depth issues the Board lacks the time or expertise to address. They have little authority to act independently. Most of a committee's activity will culminate in recommendations to the Board.
- **Committees and staff function as partners.** Committees, through the Board Chair and staff liaison, work to support the Board. Committees have no supervisory role vis-à-vis the authority to become involved in the operation and management of the Club. Similarly, the staff, through the General Manager, work to enact policies and achieve outcomes as directed by the Board. The Board hires the General Manager and he or she, in turn, hires the staff, establishes their duties, and oversees their performance. Committees and staff function as partners in the development and implementation of policies and programs designed to serve and meet the goals of the members.

Standing Committees

The Board shall appoint a minimum of three (3) Members to each Standing Committee, one of which shall be a Director. The following Standing Committees are established by the By-Laws, with the following roles and responsibilities:

Finance Committee – In response to requests by the Board, it shall review the financial position of the Corporation and make recommendations to the Board regarding the Corporation's finances, including the management of the Corporation's capital funds and investments and the preparation of its annual budget.

House Committee – It shall be responsible for overseeing the Corporation's management of related staff and the upkeep of the Corporation's Clubhouse and other facilities, excluding the golf course. The Committee shall be responsible for all social functions that are not golf related.

Golf and Greens Committee – It shall be responsible for overseeing the Corporation's management of related staff and the upkeep of the golf course, including the development, review and amendment of regulations and rules in regard to the use of the golf course by Members and Guests. The Committee shall be responsible for assisting the Director of Operations and his/her staff in the supervision of the regulation of matches and competitions, Members' handicaps and the permitted number and timing of Tournaments.

Membership and Marketing Committee - It shall develop and make recommendations to the Board regarding actions and initiatives to attract Eligible Persons to become Members. The Membership and Marketing Committee shall monitor the number of Membership Certificates available for transfer to an Eligible Person, monitor and assess Member satisfaction and report to the Board on their assessment of Member satisfaction and any issues relating to Member satisfaction.

Nominating Committee - It shall consist of three (3) Members and two (2) Directors, appointed by the Board. In addition to any candidates nominated by Members' nomination, the Nominating Committee shall identify and recommend candidates for election to the Board. Candidates that have been recommended by the Nominating Committee to the Board shall be identified as such in the Information distributed to Members prior to the AGM.

Ad-Hoc Committees - The Board shall determine when to create an Ad-Hoc Committee, designate its purpose and responsibilities and the number of Members to be appointed for the Ad-Hoc Committee.

An Ad-Hoc Committee shall operate in the same manner as a Standing Committee but may have less than three (3) Members one of which shall be a Director. After an Ad-Hoc Committee has existed and carried out its role and responsibilities for at least one year, the Board may designate it as a Standing Committee.