



DEEP RIVER GOLF CLUB (1972) INC.

Policy no: OP-010	Policy Adopted by:	Board of Directors
Policy Name: Board Positions - Terms of Reference	Policy Original Issue Date	2018-04-12
	Policy Review/Revised Date	Review: 2021 November Revised: 2021-11-03

1.0 Purpose

To define the board positions terms of reference in order to clarify the role and responsibilities of the DRGC Board elected and other positions.

2.0 Policy:

The DRGC Board of Directors is comprised of a defined set of eleven elected positions. In addition to the Board elected positions and as may be required by legislation or its by-law, it is the policy of the Board to establish other positions and standing/ad hoc committees as required to perform detailed work and make recommendations to support the Board with its governance and operational responsibilities. The board has two such standing positions, that of the Ladies Captain and the Junior Coordinator.

3.0 Procedure:

1. The Board will periodically review the governance and operating requirements of the club and may establish standing and/or ad hoc committees.
2. The Board will approve the Terms of Reference for each of the Board elected positions.
3. The tasks of each board position will flow from the Terms of Reference, the Annual Work Plan for the Board, and may also include any special assignments from the Board. The tasks will also include an annual review of the Terms of Reference and informational requirements for effective operation.
4. Each Board elected position will provide updates at each board meeting.

4.0 Board Elected Positions

The DRGC Board of Directors comprises of the following elected positions:

- 1.0 President

- 2.0 Vice-President
- 3.0 Secretary
- 4.0 Club Captain
- 5.0 Finance Director
- 6.0 Greens Director
- 7.0 House Director
- 8.0 Membership Director
- 9.0 Social Director
- 10.0 Marketing Director
- 11.0 Strategic Planning and Governance Director

The board also has two additional unelected positions:

1. Women's or Men's Representative (*the representative of the section (Men's or Women's) of which the Club Captain is not a member.*)
2. Junior Program Coordinator.

The official duties of the President, Vice-President, Treasurer, and Secretary are as described in Section 4 of the DEEP RIVER GOLF CLUB (1972) INCORPORATED BY-LAW No 1 and are defined in further details in the Appendix A. The duties of the other officers and all Board committees are as defined in the terms of references included in Appendix A of this document.

Appendix A: Board Positions – Terms of Reference

A1: TERMS OF REFERENCE – PRESIDENT

PURPOSE

- To oversee the governance and operations of the DRGC and represent the best interest of the members.

PRINCIPAL FUNCTIONS

- To endeavor to meet and greet all new members to the Club.
- To promote the Club at all Club functions and external events.
- To represent the Board to outside parties.
- To act as a mediator between the parties in the event of a conflict.
- To arrange Board meetings, set and circulate the agenda, chair scheduled and special general meetings, ensure that accurate records of meetings are kept, and to ensure that all Directors are functioning as a team in order that assigned tasks are completed to meet goals set by the Board.
- To negotiate and manage contracts on behalf of the Board as required, to sign By-Laws and other Club governing policies, to prepare and present the Annual Report for the AGM and any special general meetings.
- To ensure that management and administration of the club operations and finances is conducted efficiently and in accordance with:
 - a. The Club constitution and By-Law;
 - b. Statutory responsibilities as an incorporated society;
 - c. Statutory responsibilities including health and safety and employment obligations;
 - d. Agreements and obligations to the OVGA clubs and relevant other organizations, associations;
 - e. Club policies and strategic plans.
- Perform an annual review of the Terms of Reference for the position.

A2: TERMS OF REFERENCE – VICE-PRESIDENT

PURPOSE

- To assist the President in all aspects of governance and operations of the DRGC and represent the best interest of the members.

PRINCIPAL FUNCTIONS

- To endeavor to meet and greet all new members to the Club.
- To promote the Club at all Club functions and external events.
- To work closely with the president in coordinating Club activities.
- To preside over team meetings and business during the president's absence.
- To assume all duties of the president in the event the president cannot complete his/her term.
- To oversee the Junior Program on behalf of the Club.
- To assist all other Directors as required or as directed by the President.
- Perform an annual review of the Terms of Reference for the position.
- To work with the other Directors to ensure all Club tasks are completed and Club goals are met.
- To act as spokesperson of the Board in all matters of communications between the Board and the membership.
- To be the Board spokesperson for any news media contact and any public discussion of the Club's affairs.

A3: TERMS OF REFERENCE – SECRETARY

PURPOSE

- The Secretary shall be clerk of the Board of Directors.

PRINCIPAL FUNCTIONS

- To attend all board meetings, including the spring and fall meetings and any other special meetings.
- To take minutes of the meetings, recording all decisions reached, including what actions are to be taken, by when, by whom and any limitations placed on such actions.
- To receive all club-related correspondence.
- To distribute meeting notices and related information, and supporting materials as requested.
- To keep a file of all minutes and correspondence.
- To distribute minutes as directed.
- To be the custodian of the seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation.
- Perform an annual review of the Terms of Reference for the position.

A4: TERMS OF REFERENCE – CLUB CAPTAIN

PURPOSE

- The Captain is in charge of the “field of play”, all golf played on the club course. The Club Captain is the ambassador for the Club and its members.
- It is the Captain's duty to make all decisions concerning disputes between members, relating to golf. In this area, the Captain's decision is final. In serious cases, where sanctions may be necessary, the Captain should present the case to the Board of Directors.

PRINCIPAL FUNCTIONS

- To be known and be recognizable to all members.
- To meet and greet new members and to actively support the new members to enable them to be quickly integrated into club activities.
- To take a leading role in promotion of adherence to the Rules of Golf and golf etiquette, including rules of the club.
- To track and report any changes to the Golf Rules to the membership.
- To liaise with club President for any special team function.
- To report any maintenance requirements inside and out of club facilities to the board.
- To act as, or delegate, an MC for match functions and co-ordinate speeches & other activities.
- To ensure that all up to date information concerning handicap rules and calculations are in place.
- To compile the Club’s golfing schedule for the season and ensure information is accurate and provided to the Club web site.
- To announce the upcoming tournaments and events schedule to the membership.
- To present his/her annual report at the fall meeting.
- To attend all Captains meetings with the other local clubs and report to the Board.
- To be the Club representative when visiting other clubs and should be present to ensure that visiting teams are welcomed to the Club.
- To be the lead organizer for club events and competitions at the club and at other club events wherein the Club Captain has the lead role.
- To work with the mens or womens representative in the organization of the Club Championship.
- To organize all other needs for events such as food service, entertainment, and prizes.
- To post and maintain the “ringer board” stats for the membership.
- To oversee team outfitting for events and tournaments.
- Perform an annual review of the Terms of Reference for the position.
- To submit or have submitted on his behalf by his/her designate(s), to the Finance Director event reports detailing entry fees collected (including donations) and monies disbursed, with receipts.

A5: TERMS OF REFERENCE – FINANCE DIRECTOR

PURPOSE

- The Financial Director shall ensure that the Club's financial affairs are conducted in the interest of the members.
- The Financial Director has custody of the funds and securities of the corporation.

PRINCIPAL FUNCTIONS

- To keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors.
- To reconcile amounts received against expenses paid.
- To provide an in-date statement of committee finances for each Board meeting.
- To prepare budgets for all aspects of the Club's income and expenditure together with specific budgets for each Subcommittee.
- To prepare the Club's accounts for review/auditing and presentation to the members.
- To ensure that the Clubs insurance policies are current and reviewed annually.
- To prepare payment for all club expenses including staff payroll.
- To review the weekly Green fee/Cart rental report prepared by the Club Professional.
- To review the weekly Food and Beverage report prepared by the Bar/Kitchen staff.
- To receive, review and document all claims by staff, Board members (or their representatives) for expenses incurred on behalf of the Club.
- To receive, review and document all reports on Club events that involve receipt and/or disbursement of monies by, or on behalf of the Club.
- To ensure all club liabilities such as HST and all payroll provincial and federal requirements are paid.
- To control all lease agreement payments on behalf of the club.
- To prepare and submit annually the application for refund of provincial tax on Tax Exempt Usage gasoline.
- To prepare and submit annually the financial information required by the Municipal Property Assessment Corporation.
- To prepare and submit a corporate (T2 Short) tax return and the General Index of Financial Information-Short form.
- Perform an annual review of the Terms of Reference for the position.

A6: TERMS OF REFERENCE – GREENS DIRECTOR

PURPOSE

- To manage the planning, labor, time, materials and financial resources needed in order to provide the best golf course to the members in a financially responsible manner.

PRINCIPAL FUNCTIONS

- To manage all course staff numbers and staffing policies, including the Groundskeeper and grounds crew positions required to maintain the golf course. This includes the hiring, training, necessary discipline, and as required, termination of any staff member not meeting the needs of the club.
- To oversee all needs for course machinery and related equipment, including a maintenance and replacement programs.
- To oversee the course works including minor course development such as tree planting and removals, cart path repairs, sand trap maintenance, and other course related amenities.
- To oversee, with the assistance of the Groundskeeper, the selection and purchase of course materials including fertilizers and other related equipment fuels and course requirements.
- To work with the Finance Director in the preparation of budgets for both revenue and capital expenditure and an associated system of monitoring.
- To provide guidance on course closure relating to ground conditions, weather, and necessary work on the course.
- To ensure the implementation of procedures and compliance with legal requirements and regulations e.g. Health & Safety in conjunction with the Groundskeeper.
- To monitor performance of the Groundskeeper and grounds crew against both contractual terms and agreed performance levels.
- To organize work parties from the members for course work and improvements.
- To manage the club's fleet of power golf carts.
- Perform an annual review of the Terms of Reference for the position.

A7: TERMS OF REFERENCE – HOUSE DIRECTOR

PURPOSE

- The House Director is responsible for all matters relating to the operation and maintenance of the clubhouse and its surrounding areas, and all food and beverage services.

PRINCIPAL FUNCTIONS

- To manage the clubhouse development and works thereto including evaluating use and requirements of members and visitors. For major works professional advice must be sought. Projected work must be formally quoted for and have Board approval prior to proceeding with work.
- To manage routine maintenance and redecoration of the Clubhouse premises and maintenance of the surrounding outbuildings. Minor work may be done by the staff or volunteer labor.
- To direct all food and beverage services for the club and ensure all work is done in compliance with legal requirements. Provide direction and support to the Food and Beverage Services Manager as required.
- To coordinate with the Club Captain, Social Director, and the Men's or Ladies Representative for all requirements pertaining to socials and events.
- To ensure all systems are functional including the security and fire prevention and control systems.
- Ensure all spring opening and fall closure actions are sufficiently documented and completed in a timely manner.
- Address issues that may arise that contravene lease agreements or impede sound operations, health and safety.
- Perform an annual review of the Terms of Reference for the position.

A8: TERMS OF REFERENCE – MEMBERSHIP DIRECTOR

PURPOSE

- The Membership Director will ensure that all requests for and about Club membership is processed in accordance with By-Law and Club policy. The Membership Director will also maintain an up-to-date log of members, types, ages, and preferences by which the club can prepare strategic direction for the future of the club.

PRINCIPAL FUNCTIONS

- To manage and maintain a list of members of the club.
- To manage and assist with the membership application process for the club.
- To periodically review the classes of memberships and offer recommendations to the board.
- To keep abreast of membership turn-over rates, trends, and recommend strategies to the board to maintain a healthy membership rate.
- To manage the annual nomination and election process for the Board.
- To monitor and provide report of the health of the membership to the Board and the Club members.
- To actively support new members to enable them to be quickly integrated into the Club activities.
- Perform an annual review of the Terms of Reference for the position.
- To manage the implementation of membership payment plans as required.
- To manage and maintain a log for locker rentals, cart leases, and cart shed rentals.

A9: TERMS OF REFERENCE – SOCIAL DIRECTOR

PURPOSE

- The Social Director is accountable to plan and prepare all socials to be held at the Club, be it member only events or open public socials.

PRINCIPAL FUNCTIONS

- To plan and organize social activities for club members.
- To plan and organize social activities for non-members and local citizens in order to promote the club and encourage future memberships.
- To manage all arrangements for socials including working with the Club professional for tee times, fees and carts, arranging catering as requiring, prizes, entertainment, and emcees for post socials.
- To collect any monies and pay all expenses related to the socials.
- To work with other members or non-members who are willing to take charge of a third party event to benefit the club.
- Perform an annual review of the Terms of Reference for the position.
- To submit, or have submitted on his behalf by his/her designate(s), to the Finance Director event reports detailing entry fees collected (including donations) and monies disbursed, with receipts.

A10: TERMS OF REFERENCE – MARKETING DIRECTOR

PURPOSE

- To provide the planning and delivery of marketing strategies campaigns to maximize marketing revenues and attract new business and members to the club.

PRINCIPAL FUNCTIONS

- To establish a marketing strategy for the club.
- To capitalize on advertising sales and maximize club revenues. This includes selling advertisements placed along the course tee blocks.
- To ensure the website and social media are up to date, relevant and aligned to the club's marketing plan.
- To develop and prepare local promotions such as stay and play specials with local hotels, and other special events.
- To work with the membership director to develop incentive programs for future members.
- Perform an annual review of the Terms of Reference for the position.
- To organize the production of any Club marketing material to support the Club.

A11: TERMS OF REFERENCE – STRATEGIC PLANNING AND GOVERNANCE (SP&G) DIRECTOR

PURPOSE

- To ensure a Strategic Plan and its goals are in place with planning two to five years into the future.
- To ensure that the appropriate policies are in place so that the Club is managed and operated efficiently and effectively.

PRINCIPLE FUNCTIONS

- To attend all Board meetings, annual spring and fall meetings, and any special meetings required during the term of office.
- To prepare a club strategic plan and or asset management plan on behalf of the club.
- To ensure the strategic plan and or asset management plan is reviewed annually and obtain feedback from membership.
- To ensure that a Board Fiscal Year (FY) Work Plan is established for the Club.
- To monitor progress on the FY Work Plan and provide monthly updates for Board meetings.
- To conduct a review of the By-Laws of the Corporation as required.
- To prepare new policies to cover new requirements or needs as required.
- To conduct a review of one-third of all the policies annually to ensure they remain relevant.
- To obtain an annual review of each positions Terms of Reference from the sitting Director prior to fall meeting. Update the Terms of Reference as required from this feedback.
- To ensure the formulation, adoption and ongoing review of the Club's mission, vision and values.
- To provide monthly SP&G updates at Board meetings.
- To ensure the strategic plan and the fiscal year work plan is posted on the Club's website and up to date.
- To provide reports to the membership at the spring and fall meetings.
- Perform an annual review of the Terms of Reference for the position.

B1: TERMS OF REFERENCE – WOMEN'S OR MEN'S CAPTAIN

PURPOSE

- The Women's or Men's Captain is the representative of the section (Men's or Women) of which the Club Captain is not a member.

PRINCIPAL FUNCTIONS

- To be known and be recognizable to all members.
- To meet and greet new members and to actively support the new members to enable them to be quickly integrated into club activities.
- To take a leading role in promotion of adherence to the Rules of Golf and golf etiquette.
- To track and report any changes to the Golf Rules.
- To liaise with Club President for any special team function.
- To act as or designate an MC for after match functions and co-ordinate speeches & other activities.
- To ensure that all up to date information concerning handicap rules and calculations are in place.
- To liaise with the Club Captain on the Club's golfing season schedule.
- To announce the upcoming tournaments and events schedule to the membership.
- To present the season report.
- To be the Club representative when visiting other clubs and should be present to ensure that visiting teams are welcomed to the Club.
- To be the lead organizer or assign a delegate organizer for all club events and competitions at the club and at other club events wherein the representative is the lead.
- To organize or assist in all other needs for such section events such as food service, entertainment, and prizes.
- To liaise with the Club Captain team outfitting for events and tournaments.
- To ensure section news is included in the Club Newsletter.
- To liaise with other organized events such as leagues, Men's night, Women's Day and the Learn to Golf program.
- Perform an annual review of the Terms of Reference for the position.
- To submit, or have submitted on his behalf by his/her designate(s), to the Finance Director event reports detailing entry fees collected (including donations) and monies disbursed, with receipts.

B2: TERMS OF REFERENCE – JUNIOR PROGRAM COORDINATOR

PURPOSE

- The Junior Program Coordinator shall provide a friendly learning environment that will hold the interest of juniors while we teach them the basic rules of the game and golf course etiquette whilst not interfering with the enjoyment of the adult Club Members.

PRINCIPAL FUNCTIONS

- To complete a record of juniors, this list should show names, addresses, phone numbers and birth dates.
- To solicit the assistance of parents for the field days and tournaments, including inter-club tournaments.
- To provide the juniors with a basic level of knowledge of the rules of the game and basic etiquette before they are permitted on the course.
- To arrange with the Club one day per week for a Junior Field Day during the summer vacation. The program for that day could include a group lesson, a clinic on rules and etiquette and a tournament.
- To encourage all juniors to participate in events and other activities made available to them.
- To organize adult/junior events throughout the season.
- To teach the older junior members how to use the Handicap System, how to record all differentials whether it be from a good or a bad game and how to record their scores on the computer.
- To hold a Club Championship for the juniors. An 18-hole round is recommended for the juniors, along with a 9-hole round for the novices.
- Perform an annual review of the Terms of Reference for the position.