



Introduction

Objectives

To meet the Mission, the committee's will:

- Recommend establishment, abolishment, or modifications to existing policies and procedures as it pertains to area of focus;
- Review annually this terms-of-reference and recommend any changes the committee deems necessary to the Executive;
- Train new committee members on roles and responsibilities of membership on the committee;
- Conduct regular meetings with Minutes and prepare reports for Board / Executive meetings;
- Develop and submit a yearly work-plan to the Board / Executive that outlines the committee's goals for the coming year and how the committee intends to achieve those goals;
- Seek the opinions and feedback from ADCKC member clubs and or coaches and stakeholders from outside the committee that are active in the Mission of the ADCKC with the aim of ensuring diversity of perspectives and assessing the impact of committee recommendation.

Accountability

The Committees are accountable to the Board of Directors and Executive Committee of ADCKC. The Committees report directly to the Board.

Qualifications for membership (*unless specified)

Committee members must be either, as appropriate:

- the Chair of their respective Committee, or their designate from within the respective committee;
- invited participant;
- a member of an ADCKC member club.

Committee composition must be representative of the Division inviting members of all clubs to take part. No more than 2 members per individual club should sit as a member of the committee.



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It is recommended that one athlete representative serve on the committee.

Purpose of the Committee's

- To develop policies and procedures that are necessary for accomplishing annual goals
- To make decisions and implement them
- To ensure annual strategic plan objectives are met
- To manage the committee budget
- To assist the ADCKC in fulfilling its mission and strategic plan
- To receive feedback and review recommendations and requests from member clubs
- Take on other projects as requested by the Board / Executive
- To provide leadership in area of focus
- To promote the ADCKC

Advisor Status

The committee may appoint advisors, as it sees fit, to expand the resources of the committee. Such advisors are not committee members and therefore have no voting privileges.

Advisors can provide advice, feedback, and opinion on committee deliberations and issues. Advisor status is for a one-year term and is renewed annually by the Chair, where appropriate.

Chair

The Chair shall be voted as a Director of the Board by the Division members as part of the annual nomination process. The Chair will be appointed by the Board to Chair the committee. The Chair will act as a neutral facilitator and coordinator of committee activities and is entitled to a vote.

Responsibilities of Committee Members

Committee members are expected to:

- Participate in all discussions and votes of the committee
- Undertake a fair share of reasonable tasks and responsibilities as is appropriate for the functioning and progress of the committee
- Communicate and solicit feedback from their respective club members shall



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- represent the spirit of opinion of their respective clubs in discussions
- Make decisions in the best interest of the ADCKC and not necessarily their own personal or discipline interests
- Declare conflicts of interest (see Conflict of Interest Reporting)
- Actively promote and support the ADCKC
- All committee members are entitled to a vote

Protocol/Decision-Making

To carry on business, at least 60% of the current committee membership must be at the meeting or involved in the discussion (as is the case in email discussions).

Committee members will endeavour to resolve any outstanding differences resulting from objections and strive for consensus. Consensus is reached when all committee members agree with the decision.

While consensus building is the best way to decide, voting may be appropriate where consensus cannot be reached. When a vote is required, a motion is “Carried” if at least 60% of the eligible votes are recorded as in favour. Any member who abstains from voting will be recorded as “in favour”.

In the event of an unbreakable tie vote, after all reasonable means to achieve consensus are exhausted, the committee will request that the board resolve the issue in question.

Meetings

The timing and frequency of meetings will be at the discretion of the Chair with input from the committee but will be not less than bi-annually.

Email or other suitable electronic means will be the primary form of communication and distribution of proposals. Conference calls will be organized as necessary by the Chair.

Finances

No member of the committee shall receive remuneration (excluding expense reimbursement) for participating on the committee. An annual budget for the committee will be developed by the committee and approved by the board. Any expenditure of funds necessary to the function of the committee shall be paid by the ADCKC office.

Conflict of Interest Reporting

All committee members shall declare at the start of a discussion, to the committee, any personal conflict of interest. This includes any situation in which he or she has competing professional or personal interests that makes it difficult to fulfill his or her duty of



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impartially. Even if there is no evidence of improper actions, a conflict of interest can create an appearance of impropriety that can undermine confidence in that person and the entire Paddle Canada organization.

Confidentiality

Committee members shall respect the confidentiality of any confidential information or materials to which they have access. Any disclosure shall be limited to those who have a need to know. All committee members are required to use a private email account for all committee correspondence.

Ownership of Work

Unless otherwise agreed in advance, all material created by members of the committee or the committee as a whole will automatically become copyrighted property of ADCKC without any remuneration or acknowledgement for the committee members.

Minutes and Records

Minutes will be taken on discussions, details, results, decisions made and actions recommended by the committee. The minutes of the meeting will be circulated to committee members by email within one week of the meeting and reports prepared for Board of Director meetings.

The committee shall maintain suitable records of concerns, complaints, findings, recommendations, decisions and actions that shall then be accessible to committee members and the individuals to whom these records apply.

Electronic means are suitable for the maintenance of minutes and record.

Committee Descriptions & Specific Duties

Asset Management Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.



Committee Terms of Reference
Atlantic Division CanoeKayak Canada

Composition

The Asset Management Committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the Asset Management Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy in capital asset management. Its main responsibility areas are:

Long-term capital asset management including:

- Building maintenance and improvement
- Race course installation, maintenance, removal and improvement
- Starting system installation, maintenance and improvement
- ADCKC equipment maintenance and acquisition
- Leases and special contracts
- Overseeing contracted work
- Leadership in capital asset funding and long term planning to ensure a world-class venue

The Asset Management Committee may consult with internal and external committees and associations to ensure the best possible decisions are recommended and executed.

The Asset Management Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Asset Management Committee and that Chair will act as a Liaison to the Asset Management Committee.

Club Development Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.



Committee Terms of Reference
Atlantic Division CanoeKayak Canada

Composition

The Club Development Committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the Club Development Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- Coaching Development
- Program Development
- Mentorship
- Club Resources & Equipment Procurement and Access
- New Club Development programs & Expansion of the Sport

The Club Development Committee may consult with internal and external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee and officials' committee.

The Club Development Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Club Development Committee and that Chair will act as a Liaison to the Club Development Committee.

Discipline Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The committee will be Chaired by the Flag Officer and two past Commodores of ADCKC



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Member Clubs and shall be appointed for a one-year term.

Each of the Discipline Committee member referenced herein is entitled to one vote.

***Qualifications for membership**

Committee members must be either, as appropriate:

- the current Flag Officer of the ADCKC, and
- two past Commodores of ADCKC Member Clubs

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- To investigate all complaints against conduct during all phases of ADCKC sanctioned programs or events, of any Member Club, member thereof, or Individual member, the breach of any ADCKC Policies or Procedures or any Sprint Racing Discipline Competition rules of the Association.
- Present the names of the Competition Committee before the first race of the current season.

The Discipline Committee will consult with internal and external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The Discipline Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Discipline Committee and that Chair will act as a Liaison to the Nominations Committee.

External Relations and Media Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.



Committee Terms of Reference
Atlantic Division CanoeKayak Canada

Composition

The External Relations and Media Committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the External Relations and Media Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- Marketing
- Communications
- Public Relations
- Government Relations
- Partner Relations

The External Relations and Media Committee may consult with external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The External Relations and Media committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the External Relations and Media Committee and that Chair will act as a Liaison to the External Relations and Media Committee.

Human Resource Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The Human Resource Committee will be Chaired by the Vice Flag Officer of the ADCKC and the Past Flag Officer plus two additional Board or Executive members and shall be



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appointed for a one-year term.

Each of the Human Resources Committee members referenced herein is entitled to one vote.

***Qualifications for membership**

Committee members must be either, as appropriate:

- The committee will be Chaired by Vice Flag Officer
- Past Flag Officer is a member of this committee and,

Two additional Executive or Board members

Committee Scope

This committee's main-focus is to recommend and execute strategy. Its main responsibility areas are:

- Human resource management of all staff members of the ADCKC
- Hiring and dismissal of staff
- Annual performance reviews
- Support for staff that have functional reports (General Administrator)
- Annual salary review
- Approval of vacation time

The Human Resource Committee will consult with external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The Human Resource Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Human Resource Committee and that Chair will act as a Liaison to the Human Resource Committee.



National and International Regattas Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The National and International Regattas Committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the National and International Regattas Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- National Championships
- International Events
- ICF and COPAC Partnership Development
- Bid Development
- Event Procurement
- Event Organization

The National and International Regattas Committee may consult with internal and external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The National and International Regattas Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the National and International Regattas Committee and that Chair will act as a Liaison to the National and International Regattas Committee.



Nominations Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The Nominations Committee will be Chaired by the Past Flag Officer of the ADCKC plus two additional Board or Executive members and shall be appointed for a one-year term.

Each of the Nominations Committee members referenced herein is entitled to one vote.

***Qualifications for membership**

Committee members must be either, as appropriate:

- Chaired by the Past Flag Officer of the ADCKC and
- Two additional Board Members of the ADCKC.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- To ensure proper succession planning with respect to the Board and Executive of the ADCKC
- To recruit incoming Board and Executive members and prepare and circulate a nomination's report for the membership 21 days in advance of the Annual General Meeting

The Nominations Committee may consult with internal and external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The Nominations Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Nominations Committee and that Chair will act as a Liaison to the Nominations Committee.



Organizational Effectiveness Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The Organizational Effectiveness Committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the Organizational Effectiveness Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

ADCKC

- By-Laws
- Policy & Procedure
- High Level Administration
- Leadership
- Volunteer Resource Management
- Strategic Planning

The Organizational Effectiveness Committee may consult with internal and external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The Organizational Effectiveness Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Organizational Effectiveness Committee and that Chair will act as a Liaison to the Organizational Effectiveness Committee.



Paddling Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The Paddling Committee will have up to eight members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the Paddling Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- LTAD
- CS4L
- Competition Calendar & Structure
- Regatta Policy & Procedure
- Rule Changes
- Officiating
- Safety
- High Performance programming
- General and competitive registrations
- Awards & Recognition

The Paddling Committee may consult with external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The Paddling Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Paddling Committee and that Chair will act as a Liaison to the Paddling Committee.



Revenue Development Committee

ADCKC Mission

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

Composition

The Revenue Development Committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors.

Each of the Revenue Development Committee members referenced herein is entitled to one vote.

Committee Scope

This committee's focus is to recommend and execute strategy. Its main responsibility areas are:

- Establishing revenue goals
- Establishing fundraising programs to meet revenue targets like:
 - Annual Fundraiser
 - Regatta Fundraisers
 - Individual Donor Programs
 - Corporate Sponsorship
 - Major Gifts and Planned-Giving

The Revenue Development Committee may consult with external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.

The Revenue Development Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Revenue Development Committee and that Chair will act as a Liaison to the Revenue Development Committee.