



(Updated May 12, 2022)

GOLF INDUSTRY ADVISORY COUNCIL TERMS OF REFERENCE

Mandate

The Golf Industry Advisory Council (Council) is a Special Committee that reports to the Board of Directors (hereinafter referred to as the Board) of the Royal Canadian Golf Association (operating as Golf Canada), hereinafter referred to as Golf Canada.

As the National Sport Organization for golf, Golf Canada's vision is to be a world leader in the sport and its mission is to increase Canadian participation and excellence in golf. Golf Canada also aims to foster meaningful and impactful relationships with industry stakeholder groups from across the country.

The Council represents experienced voices of Canada's golf industry and provides key insights that influence the diverse Canadian golf landscape. All members of the Council shall share a passion for golf and support Golf Canada's mission.

The objective of the Council shall be to assist Golf Canada's CEO and Board in defining strategic priorities, particularly as they relate to increasing participation in the game of golf in Canada. In addition, the Council shall also look at how golf can play a vital role in the health and well-being of our members, member facilities and the golf industry.

Key Duties of Chair

In fulfilling their role, the Chair shall work closely with staff on the following tasks:

1. Work with Council members and the staff representative(s) to plan meetings;
2. Support Council members between meetings to complete tasks, and
3. Provide written reports to the Board as required.

Key Duties of Council

In fulfilling its mandate, the Council shall perform the following key tasks:

1. Provide insights and/or make recommendations to Golf Canada on matters that impact the Canadian golf industry.
2. Serve in an advisory role by reviewing and developing a strong understanding of Golf Canada and its current programs.
3. Review all "Grow the Game" initiatives across the Canadian golf landscape (Golf Canada, PGA of Canada, NGCOA, etc.) and develop recommendations to drive alignment, reduce redundancies and share resources to create future golfers for the entire golf community.
4. Identify golfer participation gaps (age, access, demographics, etc.) in Golf Canada programming and recommend opportunities to drive greater participation and value at the facility-level.
5. Illustrate existing golf facility strategic priorities and best practices and potentially highlight how Golf Canada can support these plans.
6. Provide annual input as part of the Golf Canada strategic planning process.
7. Develop and Implement an annual work plan in accordance with these terms of reference; and
8. Perform such additional tasks as may be delegated to the Council by the Board as required.

Appointment

Members shall be appointed to the Council by the Board within 30 days of each annual general meeting and shall serve terms of one year. Appointments are for one year, but members normally serve a minimum of two one-year terms.

Should a vacancy occur on the Council, for whatever reason, the Board may appoint a qualified individual to fill that vacancy for the remainder of the vacant position's term. The Board may remove or add any member of the Council.

Composition

The Council shall be composed of the Chair of the Council and 8-13 additional members, who shall be nominated by the Officers and CEO in consultation with the Chair and Staff Representative(s) and approved by the Board.

Council members shall be active stakeholders in the industry representing a broad business spectrum including Club Owners and Operators, Club General Managers, Golf Course Superintendents, PGA of Canada members and Executives of the Golf Equipment, Apparel and Footwear Industry.

Council members shall possess appropriate expertise or experience in the areas of the Council's responsibility and should reflect the diversity commitment and goals of the organization as outlined in the [Equity, Diversity, and Inclusion Policy](#). This includes, but is not limited to language, geographic location, ability, sex, sexual orientation, gender identity or expression, religion, age, Indigenous identity and ethno-cultural diversity. Two members of the Board shall sit on the Council, one of whom shall be designated Chair by the board. The President of Golf Canada shall be an ex officio member of this Council.

The Chair may serve a maximum of two one-year terms. For resolutions that require a vote, the Chair shall have a vote but shall not have a second vote in the event of a tie.

Staff Representative

The CEO shall designate a staff representative(s) to provide support to the Council.

Meetings and Resources

The Council may meet by telephone, electronic platform or in person, at least quarterly and as required. Meetings shall be scheduled by the Chair. The Council shall receive necessary resources from Golf Canada to fulfill its mandate and shall have staff persons assigned to assist the Council with its work.

Reporting

The Council shall report to the Board. Minutes of all meetings shall be kept, and draft minutes and reports shall be sent to the President within fifteen days after each meeting. Minutes shall be posted on the Golf Canada electronic platform and shall be accessible to Council members.

Review and Approval

Council Chairs shall review their existing TOR with other Council members annually to ensure Council activities are in line with the TOR. At least once every 3 years (or earlier if required) the TOR must be updated to best reflect the Committee's activities, and recommended amendments, as appropriate, are to be submitted to the Board for approval.

These terms of reference were revised and approved by the Board on May 12, 2022 and may be reviewed and revised as required by the Board.