



TENNIS ALBERTA COMMITTEES

2022 - 2023

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EXECUTIVE COMMITTEE

COMMITTEE TYPE: Board Management Committee

The Executive Committee which shall consist of the Officers of the Society and the Executive Director if one is employed by the Society.

The Executive Committee shall have all the powers of the Board between meetings of the Board, but such powers shall only be exercised when, in the opinion of the President, it is necessary or expedient to make an immediate decision.

The Executive Committee shall conform to all lawful orders given to it by the Board and shall at all reasonable times give to the Directors, or any of them, all information they may require regarding the affairs of the Society.

The Executive Committee shall meet at the call and discretion of the President and a quorum for the consideration of business shall be greater than fifty percent of its members.

The provisions of Articles 6.6, 6.7, 6.10 and 6.11 as they apply to meetings of the Board shall apply mutates mutandis to meetings of the Executive Committee.



FINANCE COMMITTEE

COMMITTEE TYPE: Board Management Committee

The Finance Committee which shall consist of the Vice President Finance, acting as chair, one other Director and the Executive Director.

The Finance Committee shall be responsible for the financial affairs of the Society including:

- (i) reviewing and recommending the annual budget;
- (ii) reviewing and recommending the financial statements;
- (iii) making recommendations for banking and investments;
- (iv) making recommendations for fund-raising activities;
- (v) acting as an audit committee; and
- (vi) recommending the annual appointment of an independent, unrelated accountant as auditor.

SPORTSMANSHIP & ETHICAL CONDUCT COMMITTEE



COMMITTEE TYPE: Standing Committee

The Board reserves the right to disband this committee at its discretion.

Strategic Plan Goal:	<ul style="list-style-type: none"> • Key result area pertaining to player retention.
Vision:	<ul style="list-style-type: none"> • To develop a culture of sportsmanship and ethical conduct within the tennis community in Alberta.
Purpose:	<ul style="list-style-type: none"> • To make recommendations to Tennis Alberta on how to best promote and develop a culture of sportsmanship and ethical conduct. • To monitor and evaluate any adopted practices, programs and/or policies related to parent and player education, discipline, and sportsmanship.
Composition:	<ul style="list-style-type: none"> • The committee will be comprised of members of the tennis community, and a Tennis Alberta staff.
Chair:	<ul style="list-style-type: none"> • The Chair will be a member of the Committee to be selected and approved by the committee. • Duties will include liaising with Tennis Alberta staff representative pertaining to meetings and agenda items.
Appointment of Committee Members:	<ul style="list-style-type: none"> • Committee members will be recruited in consultation with the Tennis Alberta staff representative and the Chair of the Committee. • Members of the Committee will be appointed for a term of one year.
Accountability	<ul style="list-style-type: none"> • Tennis Alberta staff member. • Committee members and any sub-committees are accountable to the Chair. • Chair will act as the liaison to the Committee and as the liaison with the Tennis Alberta staff representative.
Reporting	<ul style="list-style-type: none"> • The committee will report back to the Tennis Alberta Board by submitting minutes which record decisions made, actions to be taken and/or recommendations for consideration to the Tennis Alberta staff representative.
Objectives:	<ol style="list-style-type: none"> 1. To research industry best practices related to sportsmanship and ethical conduct in amateur sport. 2. To review existing policies/process for reporting and dealing with formal complaints to the association and to make recommendations for change. 3. To make recommendations to promote and recognize sportsmanship at Tennis Alberta events. 4. To create appropriate sanction guidelines for behavior issues for players and parents. 5. To make recommendation to Tennis Alberta on how to engage more parents and how to educate them on their role in their children's experience and development in sport.

Meetings	<ul style="list-style-type: none"> • The Committee will hold a minimum of one meeting every eight weeks and shall meet more frequently as required in order to fulfill its mandate. • Meetings will be at the call of the Chair of the Committee. • Any subcommittee(s) for specific programs or pilots may meet more frequently.
Quorum	<ul style="list-style-type: none"> • A quorum of 50% plus one is required to conduct the business of the committee including the Tennis Alberta representative.
Timeline	<ul style="list-style-type: none"> • April – review terms of reference; confirm measurable objectives. • May – environmental scan, review of existing environment and industry best practices. • June – formulate recommendations. • July – present recommendations to TA Board. • August – preparations to launch any pilot programs or changes. • September – Implement changes.



JUNIOR DEVELOPMENT COMMITTEE

COMMITTEE TYPE: Advisory committee

The Board reserves the right to disband this committee at its discretion.

<p>Strategic Plan Goal:</p>	<ul style="list-style-type: none"> • Key result areas pertaining to: <ol style="list-style-type: none"> 1. Recreational player development; 2. Competitive player development; and 3. Player retention (transition into Tennis for Life stream).
<p>Vision:</p>	<ul style="list-style-type: none"> • To develop an effective and integrated system of competitive opportunities for Alberta Junior tennis players to: <ol style="list-style-type: none"> 1. Be active, healthy and engaged in physical activity for life; 2. Achieve personal best performances at all levels of competition; and 3. Achieve LTAD recommendations for the number of competitive opportunities which are developmentally relevant.
<p>Purpose:</p>	<ul style="list-style-type: none"> • To provide unbiased guidance and assistance intended to: <ol style="list-style-type: none"> 1. best develop a system which includes a route for those who wish to excel, and options that promote “tennis for life” for enjoyment, health, participation and achievement; 2. assist staff to effectively communicate the purpose, structure, policies and procedures of this system to all players, stakeholders and partners; 3. identify and advise Alberta’s best players for Jr. Champs Provincials and Jr. Nationals; 4. protect the interests of the Tennis Alberta, as well as current and future players. 5. To act as ambassadors of Alberta’s competitive structure and a source of information for others.
<p>Composition and Appointment:</p>	<ul style="list-style-type: none"> • Committee members must be in good standing with the association and may be removed at the discretion of the Board for reasons such as inappropriate conduct or actions which are detrimental to the interests of the association. • The committee will be comprised of one representative from each of the TDC’s in Alberta (appointed by the Club Manager, Head Tennis Professional or President of the club) and the Technical Director of High Performance and Junior Player Development and the Executive Director of Tennis Alberta. • Each club may have a maximum of two representatives attend face-to-face meetings and conference calls at the discretion of the Committee • Committee members will be appointed for a 2-year term, and will be removed or replaced at the discretion of his or her Club Manager, Head Tennis Professional or President. • Individuals may not serve on the JDC if they are a parent or guardian of a child actively competing in Tennis Alberta’s competitive tennis stream.



<p>Chair</p>	<ul style="list-style-type: none"> • The Chair will be Tennis Alberta’s Executive Director. • The Chair will be responsible to: ensure that each meeting is planned effectively, ensure that minutes are kept (which record any proposed recommendations for consideration). • The Chair will act as a liaison with the Board as requested.
<p>Accountability:</p>	<ul style="list-style-type: none"> • Committee members and any sub-committees report to the Chair. • Chair will act as the liaison to the Committee and as the liaison with the Board. • Members are expected to publicly support the decisions of the Committee. • Committee members must avoid situations of actual, potential or perceived conflict of interest. • The Chair will provide an annual or semi-annual report to the Board, upon request. • The committee may only advise on topics falling within the scope outlined in this document.
<p>Reporting and Authority:</p>	<ul style="list-style-type: none"> • The committee chair will report back to the Tennis Alberta Board by submitting minutes which record decisions made, actions to be taken and/ or recommendations for consideration regarding anything outside the scope of this committee. • The Chair will provide an annual or semi-annual report to the Board, as requested. • The committee may only make recommendations falling within the scope outlined in this document. • Only the club representatives shall be permitted to provide recommendations. The ED will retain the right to refuse the appointment of any individual to this position at his or her sole discretion, he or she will not have the authority to appoint a Provincial Coach without the support and recommendation of the HP Committee (which is separate from the JDC, in which consists of Tennis Alberta’s Executive Director & Technical Director, the Chair of the JDC, Tennis Canada’s Director of HP Clubs & the Head National Coach of Alberta National Junior Training Program).
<p>Scope:</p>	<ul style="list-style-type: none"> • To provide recommendations for the development, implementation and review the Junior Competitive Structure.
<p>Out of Scope:</p>	<ul style="list-style-type: none"> • Coach selection for Jr. Nationals and for any previously unassigned opportunities. • HP Program design and player selections (U10/U12 Provincial Teams, CSG/ WCSG teams, other ad-hoc opportunities). • Provincial Coach duties, assignments and responsibilities. • Any/all related decisions associated with High Performance, Player Development Initiatives, Competitive Structure and other technical programs/operations organized and delivered by Tennis Alberta.



<p><i>Out of Scope:</i></p>	<ul style="list-style-type: none"> Operational decisions- that is any type of short-term decision in lieu of long-term strategies. These involve the day-to-day operations of the association, contractor or staff conduct/responsibilities, or events.
<p>Disclosure of Conflicts of Interest</p>	<ul style="list-style-type: none"> The Committee Chair must request that Committee members disclose any conflicts of interest. A Committee member must, immediately upon becoming aware of a potential conflict of interest, disclose the conflict to the Committee Chair or Tennis Alberta Executive Director. If a Committee member is uncertain whether a situation involves a conflict, the member must immediately seek the advice of the Committee Chair or Tennis Alberta Executive Director. If a Committee member believes that another Committee member is in a conflict of interest situation, the Committee member must immediately identify the conflict to the other committee member and request that the conflict be declared. If the other committee member refuses to declare the conflict, the concerned committee member must immediately notify the Tennis Alberta Committee Chair. A Committee member must disclose the nature and extent of any conflict after which the facts leading to the conflict have come to that Committee member's attention. The disclosure must be recorded in the minutes of the meeting. After disclosing the conflict, the Committee member: <ol style="list-style-type: none"> must not take part in the discussion of the matter or on any questions in respect of the matter (although the member may be counted in the quorum present at the meeting); where a conflict of interest is discovered after consideration of a matter, the conflict must be disclosed to the Tennis Alberta Board President and appropriately recorded at first opportunity. If the Board determines that member in conflict influenced the decision of the matter, the Board shall re-examine the matter and may rescind, vary, or confirm its decision.
<p>Meetings:</p>	<ul style="list-style-type: none"> The Committee will hold a minimum of one face-to-face meeting per year. Additional meetings and conference calls will be at the call of the Chair of the Committee.
<p>Quorum:</p>	<ul style="list-style-type: none"> A quorum of 50% plus one (of voting members) is required to conduct the business of the committee.



TOURNAMENT COMMITTEE

COMMITTEE TYPE: Standing Committee

The Board reserves the right to disband this committee at its discretion.

Goal:	<ul style="list-style-type: none"> • Key result areas pertaining to: <ol style="list-style-type: none"> 1. Promoting frequent play; 2. Promoting/facilitating and delivering organized events; and 3. Support to member/partner organizations.
Purpose:	<ul style="list-style-type: none"> • Establish an equitable and transparent process for approving the schedule of Tennis Alberta sanctioned events. • Establish a sanctioned event contract between Tennis Alberta and its host clubs. • Review, develop and/or revise any tournament policies NOT included in Tennis Alberta’s Junior Competitive Structure Document.
Composition:	<ul style="list-style-type: none"> • The committee will be comprised of a Tennis Alberta staff member, and members of the tennis community at large (as outlined below). Individuals with experience in each of the following areas will be sought: <ul style="list-style-type: none"> - Tournament administration (scheduling, tournament desk functions, etc.); - Senior tennis; - Adult tennis; - TDC (Tennis Development Centre/indoor club) operations; and - Seasonal (outdoor club) operations. • Representatives must be Tennis Alberta members in good standing and may not currently hold a position on Tennis Alberta’s Board or other committees.
Chair:	<ul style="list-style-type: none"> • The Chair will be chosen from among the committee members. • The Chair will be responsible to: ensure that each meeting is planned effectively, ensure that minutes are kept (which record decisions made, actions to be taken and/or recommendations for consideration), monitor the committee’s performance and to generally manage and drive the functions of the committee. • The Chair will act as a liaison with Tennis Alberta as requested. • The Chair of the committee will be appointed for a term of one year, for an unlimited number of terms.
Appointment of Committee Members:	<ul style="list-style-type: none"> • Initially, committee members will be approved by Tennis Alberta’s Board of Directors. • Committee members will be appointed for an indefinite term, and will be removed or replaced at the discretion of the Chair and existing committee.
Accountability:	<ul style="list-style-type: none"> • Committee members and any sub-committees are accountable to the Chair. • Chair will report to the Board of Tennis Alberta.



<p>Reporting and Authority:</p>	<ul style="list-style-type: none"> • The committee will report back to the Tennis Alberta Board by submitting minutes which record decisions made, actions to be taken and/or recommendations for consideration regarding anything outside the scope of this committee. • The Chair will provide an annual or semi-annual report to the Tennis Alberta Board as requested. • The committee may only make decisions falling within the scope outlined in this document. • The Board reserves the right to disband this committee at its discretion.
<p>Objectives:</p>	<ol style="list-style-type: none"> 1. To provide recommendations to the Technical manager, Tournaments & Provincial Programs to provide advice and assistance for the development of the seasonal tournament/event schedule. 2. Help in the preparation for each competitive season (indoor and outdoor). 3. To liaise with Tennis Alberta Technical Managers to ensure that the schedules are robust and reflect the interests of the TA membership as well as the association’s strategic objectives. 4. Review and revise a Tournament Director Manual and other resources to be utilized by host clubs. 5. To review and make recommendations on club hosting agreements or sanction contracts with Tennis Alberta. 6. Investigate the use of incentives, materials or tools to stimulate more hosting and increased compliance to standards. 7. Review and revise the current set of general tournament policies and standards in effort to improve the tournament environment.
<p>Scope:</p>	<ul style="list-style-type: none"> • Policies and procedures for adult and senior tournaments and other sanctioned events.
<p>Out of Scope:</p>	<ul style="list-style-type: none"> • Any content or policies contained in Tennis Alberta’s Junior Competitive Structure document.
<p>Meetings:</p>	<ul style="list-style-type: none"> • Meetings will be at the call of the Chair of the Committee.
<p>Quorum:</p>	<ul style="list-style-type: none"> • A quorum of 50% is required to conduct the business of the committee including the Tennis Alberta representative.

COMPENSATION, PERFORMANCE AND GOVERNANCE COMMITTEE



COMMITTEE TYPE: Standing Committee

The Board reserves the right to disband this committee at its discretion.

Purpose:	<ul style="list-style-type: none"> • Provide a Compensation, Performance and Operational Governance (CPG) advisory role to Tennis Alberta staff and Board members.
Composition:	<ul style="list-style-type: none"> • The Committee will be comprised of Directors serving on the Tennis Alberta Board. Individuals with experience in each of the following areas will be sought: <ul style="list-style-type: none"> - Corporate Governance. - Organizational Management including i) operations expertise, ii) staffing, iii) compensation, or iii) performance management.
Chair:	<ul style="list-style-type: none"> • The Chair will be chosen from among the Committee members. • The Chair will be responsible to call meetings and maintain records of decisions. • The Chair will act as a liaison with Tennis Alberta as required. • The Chair will be appointed for a term of one year or 2-year term.
Appointment of Committee Members:	<ul style="list-style-type: none"> • Committee members are Directors of the Board of Tennis Alberta that are experienced and knowledgeable in the areas of corporate governance, operations, compensation and performance management. • Upon having met the skills required for the Committee, ideally the Committee shall be comprised of no more than one member from any member club. • Committee members will be appointed for a max of a 2-year term and can be removed or replaced at the discretion of existing Committee members. • The Executive Director of Tennis Alberta will serve as a non-voting external participant to the Committee.
Accountability:	<ul style="list-style-type: none"> • Committee members are accountable to the Board of Tennis Alberta.
Reporting and Authority:	<ul style="list-style-type: none"> • The Committee will report back to the Tennis Alberta Board. • The Committee may only make governance decisions falling within the scope outlined in this document. • The Board reserves the right to disband this committee at its discretion.
Objectives:	<ol style="list-style-type: none"> 1. Advise and support the Executive Director in making recommendations for final Board approval regarding compensation, performance, and organizational governance framework. 2. Review and make recommendations for final Board approval regarding a compensation, performance and organizational governance strategy as developed by staff of Tennis Alberta. 3. Conduct an annual review of the framework and strategic plan to the board to ensure objectives are being met and adjusted where required.
Quorum:	<ul style="list-style-type: none"> • The Committee shall be comprised of three Directors. • A quorum of at least 50% is required to conduct the business of the committee.



DISCIPLINE COMMITTEE

COMMITTEE TYPE: Standing Committee

The Board reserves the right to disband this committee at its discretion.

<p>Guidelines:</p>	<ul style="list-style-type: none"> • The purpose of this document is to provide the discipline committee members of the Alberta Tennis Association with guidelines for ethical conduct when representing the Association.
<p>CODE OF CONDUCT:</p>	
<p>Responsibilities:</p>	<ul style="list-style-type: none"> • Responsibilities a Discipline Committee Member is responsible to: <ol style="list-style-type: none"> a. Act with honesty and integrity and conduct herself/himself in a manner consistent with the nature and the responsibilities of board business and the maintenance of member confidence in the conduct of the Discipline Committee; b. Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward or fear of criticism; c. Exercise vigilance for and declare any personal conflict of interest in accordance with the Association’s By-law and policies, and comply with all other policies approved by the Board from time to time; d. Voice, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Discipline Committee; e. Maintain solidarity with Discipline Committee members in support of a decision that has been made in good faith in a legally constituted meeting; and f. Know and respect the distinction in the roles of Board and staff consistent with the principles underlying these governance policies.
<p>Conduct:</p>	<ul style="list-style-type: none"> • A Discipline Committee member will at all times conduct himself/herself in a manner that: <ol style="list-style-type: none"> a. Supports the objectives and serves the overall best interests of the Alberta Tennis Association; b. Brings credibility and goodwill to the Association; c. Respects principles of fair play and due process and demonstrates respect for individuals and human rights; d. Respects and gives fair consideration to diverse and opposing viewpoints; e. Demonstrates due diligence and dedication in preparation for, and attendance at, meetings of the Discipline Committees; f. Demonstrates good faith, prudent judgment, honesty, transparency and openness in her/his activities on behalf of the Association; g. Subordinates his/her personal interests, and those of any particular constituency, to the best interests of the Association; h. Avoids real or perceived conflicts of interest; and i. Conforms to the By-laws and policies approved by the Board, in particular this Code of Conduct and the following Conflict of Interest Policy and Confidentiality Agreement.



CONFLICT OF INTEREST GUIDELINES

<p>Responsibilities:</p>	<ul style="list-style-type: none"> As these Conflict of Interest Guidelines are intended to ensure the highest standards and maintain the integrity of the Associate, Discipline Committee members shall, at all times, act in the best interests of the Association ahead of any personal interest or the interest of any other person or entity. It also means that Discipline Committee members shall perform their duties and transact the affairs of the Association in a manner that promotes public confidence and trust in the integrity, objectivity and impartiality.
<p>Conflict of Interest:</p>	<ul style="list-style-type: none"> A conflict of interest, as it relates to #1 above, refers to situations in which personal, occupational or financial considerations may affect, or appear to affect, a Discipline Committee member’s objectivity, judgment or ability to act in the best interests of the Association. Conflicts of interest include, but are not limited to, the situations described below: <ol style="list-style-type: none"> A conflict of interest may be real, potential or perceived in nature; A real conflict of interest arises where a Discipline Committee member has a private or personal interest, for example, a close family connection or financial interest; A potential conflict of interest may arise when a Discipline Committee member has a private or personal interest such as an identified future commitment; A perceived or apparent conflict of interest may exist when a reasonable, well-informed person has a reasonable belief that a Discipline Committee member has a conflict of interest, even if there is no real conflict; and/or Full disclosure, in itself, does not remove a conflict of interest.
<p>No Financial Benefit:</p>	<ol style="list-style-type: none"> No Discipline Committee member shall, either directly or indirectly, receive any profit from her/his position, with the exception that, notwithstanding anything herein to the contrary, Discipline Committee members may receive reimbursement for reasonable expenses incurred by them in the performance of their duties as permitted in the By-law and approved by the Board. The financial interests of immediate family members (including the immediate family members of a Discipline Committee member’s partner) or close personal or business associates of a Discipline Committee member are also considered to be the financial interests of the Discipline Committee member.
<p>Examples of Conflict of Interest:</p>	<ul style="list-style-type: none"> A Discipline Committee member participating in one of the following or similar examples would constitute a Conflict of Interest under this Policy. <ol style="list-style-type: none"> Any circumstance that may result in a personal or financial benefit to a Discipline Committee member or his family, business associate or friend. This includes, but is not limited to, accepting any payment for services rendered to the Association other than reimbursement of expenses as outlined in this Policy, including contracted work or an honorarium, or accessing financial or other resources for personal use, i.e. transportation, training costs, supplies, equipment, etc.; Personal interests which conflict with the interests of the Association or are otherwise not in the best interests of the Association; Seeking, accepting or receiving any personal benefit from a supplier, vendor or any individual or entity doing or seeking business with the Association;



<p><i>Examples of Conflict of Interest:</i></p>	<ul style="list-style-type: none"> d. Being a member of the board or staff of another organization which might have material interests that conflict with the interests of the Association and participating in matters on one board which might materially and adversely affect the other board; and/or e. Any involvement in the hiring, supervision, grievance, evaluation, promotion, remuneration or firing of a family member, close personal or business associate of the Discipline Committee member so involved.
<p>Procedures for Dealing with Conflict of Interest:</p>	<ul style="list-style-type: none"> • Discipline Committee members must openly disclose, both prior to serving on the committee, a potential, real or perceived conflict of interest as soon as the issue arises. <ul style="list-style-type: none"> a. If the Discipline Committee member is not certain whether she/he is in a conflict of interest position, the Discipline Committee member may bring the matter before the Executive Director, Tennis Alberta Commissioner or the Board for advice and guidance. b. It is the responsibility of other Discipline Committee members who are aware of a real, potential or perceived conflict of interest by a fellow Discipline Committee member to raise the issue for clarification, first with the Discipline Committee member in question and, if still unresolved, with the Chair of the Board. c. The Discipline Committee member so challenged must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and must leave the meeting room for the duration of any such discussion or vote. d. The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting. The time the Discipline Committee member left and returned to the meeting shall also be recorded.
<p>Gifts and Hospitality:</p>	<ul style="list-style-type: none"> • Discipline Committee members shall not directly or indirectly offer or accept cash payments, gifts, gratuities, privileges or other personal rewards which are intended to influence the activities or affairs of the Association. Discipline Committee members may, however, give or receive modest gifts or hospitality as a matter of general and accepted business practice, provided the foregoing does not include cash or other negotiable instruments and provided further proper accounting of any such expenses is made.

CONFIDENTIALITY GUIDELINES

<p>Confidential Information:</p>	<ul style="list-style-type: none"> • It is the responsibility of the Discipline Committee member to know what information is confidential and to obtain clarification when in doubt. <ul style="list-style-type: none"> a. Except as may be compelled by applicable legal process, a Discipline Committee member must, both while having and after ceasing to have that status, treat as confidential all information regarding the internal operations, systems, business or affairs of the Association obtained by reason of her/his status as a Discipline Committee member and not generally available to the public. b. A Discipline Committee member shall not use information obtained as a result of his/her involvement on the Discipline Committee for her/his personal benefit. Each Discipline Committee member shall avoid activities which may create appearances that she/he has benefited from confidential information received during the course of his/her duties as a Discipline Committee member.
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NOMINATIONS COMMITTEE

COMMITTEE TYPE: Standing Committee

The Board reserves the right to disband this committee at its discretion.

The Governance and Nominating Committee (the Committee), of the Tennis Alberta Board of Directors, provides the following guidance regarding the upcoming Board nominations process:

1. The process for election and appointment of Directors is conveyed under the Alberta Tennis Association's bylaws (as amended November 26th 2016), specifically sections 6.1 Directors, 6.2 Procedure for Election and Appointment of Directors, 6.3 Term of Directors and 6.4 Appointment of Directors. The bylaws provide for the election of a maximum of eleven (11) elected Directors and two (2) appointed by the Board. Full Members (voting members) may put forth nominees for consideration to serve as elected Directors to be voted on at the next Annual General Meeting (AGM).
2. Nominees with strong leadership experience and expertise in governance, communications, business management, accounting, fundraising, information technology, human resources, policy development, strategic planning, Government relations, risk management, facility development and community outreach would be of value to the Board and are strongly encouraged at this time. Prior Board experience is also highly recommended.

Effective for the 2017 AGM, and as amended in the Association's bylaws, there shall be no more than two representatives on the Board from any one Full Member at any given time. In addition, composition of the Board shall be based on regional representation from three or more cities/towns and include seasonal and year round tennis clubs.

Following a Board of Directors motion and vote, as of October 2018, parents of active junior players will not be eligible candidates for nomination as directors of the board nor for standing committees.

Once elected, Directors are expected to attend Board meetings typically held at minimum, on a quarterly basis. Directors may also be asked to serve on special committees of the Board as required from time to time.

In accordance with section 6.2 Procedure for Election and Appointment of Directors, nominations must be submitted to the Secretary of the Board at board@tennisalberta.com.

The Board Nomination Form and the required Board Profile & Competency Matrix must be completed, along with providing a brief statement of the nominee's professional

background and experiences. Incomplete forms and/or lack of sufficient information may result in the nomination being deemed invalid.

- 4 Section 6.3 Term of Directors specifies that Directors shall hold office for a term of two years. Officers may not serve more than two consecutive two year terms in any one Officer position. In addition, service on the Board is limited to a cumulative maximum of 10 years of service.

The President, Vice President, Vice President Finance and the Secretary (also known as the Executive Committee) are considered Officers of the Association.

5. The deadline for nominations: Upon receipt, the Governance and Nominating Committee will prepare a preliminary list of candidates that meet the experience and expertise criteria provided in section (2) above. The Committee will then discuss the preliminary list of candidates with the president's of each Voting Members and the Board. Following this consultation, the Committee will then prepare a slate of (9) nominees to be sent to all Full Members for the purpose of voting at the AGM.

Procurement for Nominations

Each Voting Member of the Society may submit nominations. All nominations must be signed by an officer of the Voting Member and the Nominee has endorsed his/her consent to such nomination. Each nomination must be accompanied by a brief curriculum vitae regarding the candidate's professional background along with experience in tennis and other organizations.

Board Profile & Competency Matrix Tool

This tool provides a list of critical competencies organized in three major areas. These competencies are intended to balance professional experience, environmental or contextual knowledge and personal attributes and skills.

The competencies listed below are examples that can be used to create an overall board profile for the board, as well as inform the development of a unique competency matrix, recruitment postings and director profiles for specific vacancies. Public agencies are encouraged to tailor the competencies to best suit their needs and accurately reflect the requirements of that board.

Please note that following the Board of Directors motion and vote, as of October 17 2018, parents of active junior players will not be eligible candidates for nomination as directors of the board nor for standing committees.



Competency Areas	Critical Competencies	Brief Description
Relevant Professional Experience	<ul style="list-style-type: none"> • Governance • Business/Management • Legal/Regulatory • Human Resources • Accounting/Financial • Risk Management • Public Relations/Media 	The candidate has professional/volunteer experience that is relevant and valuable to the board of the public agency.
Specialized Environmental Knowledge	<ul style="list-style-type: none"> • Government/Public Policy • Community/Stakeholder Relations • Industry/Sector 	The candidate has specialized knowledge of the environment or context affecting the board of the public agency.
Personal Effectiveness Skills	<ul style="list-style-type: none"> • Leadership/Teamwork • Strategic Thinking/Planning • Critical Thinking/Problem Solving 	The candidate has personal skills or attributes of value to the board of the public agency.
Other	Additional competencies may be identified that do not fall within the categories provided above but are essential to the needs of the public agency.	

Relevant Professional Experience	
Governance Experience	• The applicant has experience with, or is able to demonstrate knowledge or expertise in, board governance in the private, public, and/or voluntary/non-profit sector. The applicant has a clear understanding of the distinction between the role of the board versus the role of management. Governance experience could be acquired through prior board or committee service or reporting to/or working with a board as an employee.
Business/Management Experience	• The applicant has experience with, or is able to demonstrate knowledge or expertise in, sound management and operational business processes and practices in the private or public sector. This competency may include an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.
Legal/Regulatory Experience	• The applicant has experience with, or is able to demonstrate knowledge or expertise in, legal principles, processes, and systems. This may include interpreting and applying legislation, experience with adjudicative or quasi-judicial hearings or tribunals, or an understanding of the legal dimensions of organizational issues.
Human Resources Experience	• The applicant has experience with, or is able to demonstrate knowledge or expertise in, strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, and professional development. Depending on the public agency, knowledge or expertise in performance management and evaluation may be a related asset.
Accounting/Financial Experience	• The applicant has experience with, or is able to demonstrate knowledge or expertise in, accounting or financial management. This may include analyzing and interpreting financial statements, evaluating organizational budgets and understanding financial reporting.



Relevant Professional Experience	
Risk Management Experience	<ul style="list-style-type: none"> The applicant has experience with, or is able to demonstrate knowledge or expertise in, enterprise risk management. This may include identifying potential risks, recommending and implementing preventive measures, and devising plans to minimize the impact of risks. This competency may also include experience or knowledge of auditing practices, organizational controls, and compliance measures.
Public Relations/Media Experience	<ul style="list-style-type: none"> The applicant has experience with, or is able to demonstrate knowledge or expertise in, communications, public relations or interacting with the media. This may include knowledge of effective advocacy and public engagement strategies, developing key messages, crisis communications, or social media and viral marketing.

Specialized Environmental Knowledge	
Government/Public Policy Knowledge	<ul style="list-style-type: none"> The applicant has experience with, or is able to demonstrate knowledge or expertise of, the broader public policy context affecting the public agency. This may include the strategic priorities of government and the relationship between those priorities and the work of the public agency.
Community/Stakeholder Relations Knowledge	<ul style="list-style-type: none"> The applicant has experience with, or is able to demonstrate knowledge or expertise of, the community or communities the public agency serves, including the stakeholder landscape affecting the public agency. This may include a demonstrated capacity to build networks and foster trusting relationships with communities and stakeholders.
Industry/Sector Knowledge	<ul style="list-style-type: none"> The applicant has experience with, or is able to demonstrate knowledge or expertise of, the industry or sector the public agency operates within. This may include an understanding of particular trends, challenges and opportunities, or unique dynamics within the sector that are relevant to the public agency.

Personal Effectiveness Skills	
Leadership/Teamwork Skills	<ul style="list-style-type: none"> The applicant demonstrates an ability to inspire, motivate and offer direction and leadership to others. The candidate also demonstrates an understanding of the importance of teamwork to the success of the board. This may include an ability to recognize and value the contributions of board members, staff, and stakeholders.
Strategic Thinking/Planning Skills	<ul style="list-style-type: none"> The applicant demonstrates an ability to think strategically about the opportunities and challenges facing the public agency and to engage in short, medium and long-range planning to provide high-level guidance and direction for the public agency.
Critical Thinking/Problem Solving Skills	<ul style="list-style-type: none"> The applicant demonstrates an ability to apply critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges facing the board of the public agency.



COMMITTEES LISTING

Executive Committee

Tom MacInnis ©	President
Alex Molotsky	Vice President
John Yee Chris	VP Finance
Chris Zelyas	Secretary
Alan Mackin	Executive Director

Compensation, Performance & Governance Committee

Tom MacInnis ©	President
Mike Bennett	Director
Alex Molotsky	Vice President
John Yee	VP Finance

Nominations Committee

Alex Molotsky©	Vice President
Erin Silverman	Director
Chris Zelyas	Secretary

Discipline Committee

Mike Bennett ©	Director
Chris Zelyas	Secretary
Claire Auroi	Director
Jerrold Diamond	Director

Finance Committee

Tom MacInnis ©	President
John Yee	VP Finance
Alan Mackin	Executive Director

Sportsmanship Ethics Committee

Claire Auroi ©	Director
Mike Bennett	Director
Jerrold Diamond	Director
Alan Mackin	Executive Director

Tournament Committee

Alex Molotsky ©	Vice President
Derek van den Berg	Manager, Tournaments & Programs, Tennis Alberta
Danny Da Costa	Club Rep/Osten & Victor
Andrea Jones	Club Rep/Saville Centre
Ralph McGiven	Club Rep/Aforza
Gillan Shea	Club Rep/Royal Glenora
TBA	Club Rep/Calgary Winter Club
TBA	Club Rep/Red Deer Tennis Club
TBA	Club Rep/Glencoe Club

Junior Development Committee

Alan Mackin ©	Executive Director
Adam Bond	Club Rep/Osten & Victor
TBD	Club Rep/Aforza
Greg Mitchell	Club Rep/Glencoe Club
Ryan Schroffel	Club Rep/Royal Glenora
Peter Smythe	Club Rep/Calgary Winter Club
Josh Sundwall	Club Rep/Saville Centre

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