

## **Terms of Reference**

### **OCF Strategic Planning Committee**

Date written: March 16, 2021



#### **Purpose**

On behalf of the OCF Board of Directors, the members of the Strategic Planning Committee will plan, coordinate and execute the OCF's 2021-2024 strategic planning process.

#### **Type of Committee**

The Committee will be an ad hoc committee. It will dissolve once the OCF's 2021-24 strategic plan has been approved by the Board (target date is end of May 2021).

#### **Composition**

The Committee will comprise 3-4 individuals who shall amongst them have:

- detailed knowledge of and responsibility for OCF operations
- experience and knowledge in the areas of strategic planning, managing change, the sport landscape, communications
- credibility within the sport

Ideally, the Committee shall include at least one staff member and at least one Board member.

An experienced external consultant from the Sport Law & Strategy Group will facilitate the strategic planning process and may join meetings from time to time.

The Committee members will appoint a Chair from amongst its members. The Chair requires strong chairing, communication and consensus building skills.

#### **Specific Responsibilities**

The Committee will be responsible for planning and executing the OCF's 2021-2024 strategic planning process. Its activities will include:

- Working with Sport Law to produce a process guide /roadmap for the process
- Participating in approximately one Committee meetings per week until the strategic plan is complete (target completion date: end of May 2021)
- Undertaking various tasks assigned by the Committee, such as:
  - completing background research on various topics or issues
  - developing surveys or focus group questions
  - undertaking strategic engagement with members and stakeholders, which may include interviewing members and/or conducting focus groups
  - designing and facilitating strategic planning sessions with the Board
  - compiling the final report
- Reviewing and providing feedback on materials produced throughout the process

- Helping to communicate the idea and benefits of participating in the strategic planning process to OCF members and key stakeholders
- Agreeing to act as a champion for the strategic planning process
- Participating in all strategic planning meetings and conversations **Commitment of Committee Member**
- To work by consensus
- To assume responsibility for specific tasks and delivering within the agreed timeframes outlined in the project critical path timelines
- To voice/communicate concerns about any decisions, actions and/or the processes within the Committee and to speak with one voice once decisions have been made
- To participate in regular meetings as agreed by the Committee
- To respond to requests for input within 48 hrs to 4 days, depending upon the situation, and agree that where circumstances prevent your participation that you will support the consensus of the remainder of the Committee

## **Reporting**

The Committee will report to the Board and will communicate progress to the Board on a regular basis.

## **Decision Making**

The Committee shall be empowered to take the following decisions and actions:

- Appoint the Chair of the Committee
- Plan, design, develop the materials for, and execute the strategic planning process
- Expend funds as outlined in the budget approved by Board
- Add actions and adjust timelines within the work plan provided they do not substantively alter the original intent as described in these Terms of Reference

All Committee decisions shall be by consensus (all members can “live with” the decision). Decisions beyond those listed above and those where consensus cannot be reached must be submitted to the Board for review and decision.

The Board will be involved in all strategic decisions - including developing the vision, mission, goals, and tactical plans that will form the basis of the final plan - and the final 2021-24 strategic plan will require Board approval.

## **Summary of Decisions**

A record of decisions taken by the Committee will be circulated to the Committee members after each meeting. Where workloads do not permit this to be done in a timely manner, a summary of actions will be circulated within 48 hours together with the anticipated time frame for circulation of the summary of decisions.