



Terms of Reference CAPACITY, PARTICIPATION & INCLUSION COMMITTEE

PURPOSE

The Capacity, Participation & Inclusion Committee (the “Committee”) is established to provide support to the Board in fulfilling its governance responsibilities by providing strategic guidance, oversight, and advice on matters relating to:

- The long-term development, sustainability and accessibility of tennis infrastructure across Canada.
- The growth and diversification of participation across all demographics and levels of play
- The advancement of Inclusion, equity, and safe sport within the tennis community

The Committee ensures that strategies related to infrastructure, participation, and inclusion are aligned with the organization’s purpose, mission, vision, values and long-term strategic plan.

These Terms of Reference were developed in accordance with the Corporation’s by-law.

COMMITTEE COMPOSITION

- Chair: Appointed by the Board
- Members: A minimum of 5 board members appointed by board of directors.
- Observer: COPT Chair
- Ex officio (non-voting): Board Chair, CEO (or designate), and relevant management leads
- Term: Two-year terms, renewable

When required, other guests can be invited to a committee meeting as a resource.

COMMITTEE DUTIES AND RESPONSIBILITIES Facility Development (Capacity)

The Committee provides strategic oversight and advice on matters related to tennis infrastructure, including:

- Advising on national facility strategy, including long-term infrastructure priorities, accessibility, and sustainability.
- Providing strategic input on major facility investments, significant upgrades, long-term infrastructure priorities, and partnerships with PTTA’s & its municipalities.
- Overseeing alignment of facility strategies with accessibility standards, safety considerations, and relevant technical frameworks.
- Advising on approaches to improve court availability, quality, and geographic equity nationwide.



Participation Growth

The Committee provides strategic insight and oversight on participation trends

and growth, including:

- Advising on national participation strategies across all age groups and skill levels and pathways.
- Overseeing performance against participation-related strategic objectives and key performance indicators.
- Providing guidance on emerging trends, risks, and opportunities impacting participation.
- Advising on the development of sustainable participation pathways, including coaching, volunteering, and club systems.

Equity, Diversity & Inclusion (EDI)

The Committee provides strategic guidance to support a more inclusive and equitable tennis environment, including:

- Advising on policies and strategies that promote inclusion and equitable access to tennis.
- Providing strategic guidance on equity, diversity, and inclusion (EDI) priorities and frameworks.
- Advising on strategies to increase participation among underrepresented groups, including women and girls, Indigenous communities, newcomers, persons with disabilities, and individuals from low-income backgrounds.
- Overseeing alignment with Sport Integrity principles, including safeguarding, non-discrimination, and respectful conduct.

AUTHORITY

The Committee is advisory in nature and does not have independent decision-making authority unless explicitly designated by the Board. The Committee may:

- Request relevant information and analysis from management or external partners
- Recommend that management undertake research or consultation (within approved budgets)
- Provide strategic advice and recommendations to the Board on policies, priorities, and investments.



The Committee supports the Board through strategic oversight and recommendations, including:

- Providing advice to the Board on strategic priorities, risks, and opportunities within the Committee's mandate.
- Reviewing and advising on relevant policies, frameworks, and standards prior to Board consideration.
- Overseeing performance against strategic goals and intended outcomes.
- Providing input on high-level budget priorities and major investment allocations aligned with strategic objectives.

RESPONSIBILITIES OF COMMITTEE MEMBERS

The primary responsibility of Committee members is to act honestly and in good faith and to exercise their business judgment in what they reasonably believe to be the best interests of the Corporation.

In addition to their responsibilities as directors of the Corporation, committee members are expected to prepare, attend and participate in their assigned committee meetings.

The Committee will engage constructively with management, working collaboratively while maintaining appropriate independence in its oversight and advisory role.

ACCESS TO MANAGEMENT

Committee members shall not liaise with management other than as defined in the Corporation's Board Effectiveness Policy.

MEETINGS

Scheduling

Committee meetings are scheduled in advance on a quarterly basis throughout the year, with additional meetings as required. Notice of each meeting must be given to each Committee member.

Quorum

A quorum for any Committee meeting is 50% +1 of voting members.

REPORTING

The committee reports directly to the Board and provides:

- Quarterly written updates on key strategic matters;
- An annual summary of achievements, risks, and forward-looking priorities;
- Updates on significant strategic investments and associated financial implications, within its mandate;
- Timely escalation of material risks or issues related to facilities, participation, or inclusion; and



- Copies of the approved minutes of each meeting, submitted to the Board in a timely manner.

REVIEW AND POSTING OF TERMS OF REFERENCE

Tennis Canada may revise, rescind or add to these Terms of Reference from time to time in its sole and absolute discretion, with or without prior notice.

These Terms of Reference will be reviewed every two years and posted on the Corporation's website: www.tenniscanada.com.

Date of last review: June 17th, 2026