



**WATERLOO RINGETTE ASSOCIATION
INFORMATION AND POLICY MANUAL**

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1 GOVERNANCE

1.1 Articles of Incorporation

Waterloo Ringette was incorporated as a 'not-for-profit' under the Ontario Corporations Act in 1986. Our Ontario corporation number is 000693801. As a result of being incorporated, if Waterloo Ringette found itself the target of a lawsuit, members and directors are protected from personal liability. This means an individual's money, house, cars and other property are not at risk. That's not true of an unincorporated association.

1.2 Waterloo Ringette By-Laws

Waterloo Ringette by-laws set out the rules by which the association is governed—our objectives, membership definition, meeting and voting rules, officer elections and roles, Board committees, signing authorities, etc. Amendments to the by-laws require a two-thirds vote of members present at the annual meeting.

For the latest version of our by-laws please refer to the website www.waterlooringette.com under the section "WRA Information" and "Bylaws and Policies".

1.3 Annual General Meeting Procedures

The Waterloo Ringette Association Annual General Meeting is held in mid-May. It precedes the fiscal year-end of June 30 because of the need to finalize the Executive and carry out certain activities prior to the summer. The June 30 year-end best aligns with the flow of expenses associated with the playing season. A quorum is defined as 66% of the members of the Executive.

The Secretary advertises the meeting three weeks in advance by:

- Contacting the City of Waterloo to get a notice printed in the Waterloo Chronicle and in the City of Waterloo Minor sports page on the city website.
- Placing the notice on the Waterloo Ringette website.

1.4 Waterloo Ringette Executive Meeting Consent Agendas

At every Board meeting, at least a few items come to the agenda that do not need any discussion or debate, either because they are routine reporting, are routine procedural decisions or decisions that are likely to be non-controversial, or already have consent. A consent agenda allows the Board to approve all these items together without discussion or individual motions, thereby freeing up time needed for discussion of other matters. Examples of consent agenda items are:

- Approval of minutes.
- Final approval of proposals or reports that the Board has been dealing with for some time and all members are familiar with the implications.
- Routine matters such as appointments to committees.
- Reports provided for information only.
- Correspondence requiring no action.

When preparing the meeting agenda, the President or Chair determines whether an item belongs on the consent agenda. Information relating to these items is provided with the agenda sufficiently in advance for members to read them prior to the meeting. At the beginning of the meeting, the Chair asks members what items they wish to remove from the consent agenda to be discussed individually...and any such request must be granted. When there are no more items to be removed, the Chair states, "If

there is no objection, these items will be adopted.” If there are no objections, the Chair states, “As there are no objections, these items are adopted.” It is not necessary to ask for a show of hands. When preparing the minutes, the Secretary should include a list of the items on the consent agenda, and the full text of resolutions or recommendations adopted.

1.5 Decision-Making Authorities

Although the Executive is ultimately accountable for all matters involving the association, it delegates authority on certain matters to Committees or to members of the Executive. The following indicates where decisions will normally be made. It is meant to be illustrative and does not cover all matters that the Executive and its Committees deal with.

1.6 Matters Requiring Approval at the Annual General Meeting

- a) Annual financial statements
- b) By-Law Amendments
- c) Election of Members of the Executive

1.7 Matters Requiring Executive Approval

- a) Appointment of the bench staff for all Waterloo Ringette teams.
- b) Appointment of the General Manager of the Waterloo NRL team.
- c) Association policies.
- d) By-Law amendments (before they go to the AGM).
- e) Executive appointments to fill vacant positions in between AGMs.
- f) Appointment of special committees.
- g) Governance matters—meeting schedule, assessment of Executive performance.
- h) The budget and any major deviations from budget.
- i) Decisions reached by the Disciplinary and Grievance Committee.
- j) Policy regarding subsidization of AAA players and teams advancing to Nationals.
- k) Matters which by law or regulation require approval of the Executive
- l) Accounting, banking, investment and other financial management policies and procedures (including choice of financial institutions)
- m) Website design and content
- n) Orientation and education procedures for new members of the Executive.
- o) Who responds to media inquiries, and the messages to be communicated on behalf of the Association
- p) Fundraising initiatives
- q) Discretionary player releases
- r) Removal of a player or coach from the association (note that movement of a player to another team because of coach/parent/player issues can be resolved through discussion by the Convenor, President, and Directors of Player Development and Coaching Development).
- s) Registration fees
- t) Choice of banking institution
- u) Appointment of Honorary Members of Waterloo Ringette, with all membership rights including a vote at the annual general meeting.
- v) Those to be recommended for recognition at the community, provincial or national level
- w) Appointment of the Auditor (if we have one)
- x) Referee and minor official fee schedules
- y) Player development initiatives—powerskating, skills clinics

1.8 Board Performance Assessment

Once a year the President of Waterloo Ringette emails a board assessment form to members of the Executive and provides them with a summary of the results. This serves as a check on effectiveness with which the Board is operating and identifies matters where improvement may be needed.

1.9 Risk Management

Waterloo Ringette, like most organizations, can't operate successfully without exposing itself to risk—ie. future events which may cause harm to the association and the accomplishment of its objectives.

The Board/Executive is accountable for ensuring adequate risk management, which includes:

- Explicit identification of risks. The association maintains a comprehensive list of the risks to which it is exposed. Primary risks have to do with potential harm to children; loss of volunteers; loss of reputation; and loss of funding.
- Establishing and implementing policies and procedures to avoid or minimize the chance of those risks transpiring. Demonstrating that the association has followed appropriate procedures is important in exercising duty of care and, as well, in the event of a lawsuit.
- Determining how those risks will be managed should they actually transpire.

It is the goal of Waterloo Ringette to reduce future losses associated with unwanted events by:

- Eliminating risk where possible (eg. we won't accept volunteers with a record of criminal offences).
- Modifying activities to reduce risk (eg., adherence to Ringette Ontario policies with respect to players wearing required equipment; bullying, hazing, harassment and social media risks).
- Transferring some risks to another party (eg., the association is insured to protect against the cost of certain claims or losses).
- Preparing for the consequences where the association assumes the risk associated with certain activities (eg. establishing a reserve to sustain operations in the event of funding shortfalls).
- Providing oversight and control with respect to risk management and compliance matters through an annual review.

1.10 Insurance

A policy purchased by Ringette Canada insures Provincial Associations, Affiliated Leagues, Clubs and/or Teams and their Officers, Directors, Coaches, Officials, Players, Auxiliary Workers, Employees and Volunteers. Liability Coverage is provided for all normal Sports and Social Activities administered by Ringette Ontario and its member local associations. Normal activities are considered to be clinics, games, practices, training activities/ringette camps, fundraising/promotional events, association and/or team meetings, banquets, registration events and functions, etc. Waterloo Ringette has a separate policy regarding sanctioned events that can be found at www.waterlooringette.com under the section "WRA Information" and "Bylaws and Policies".

1.11 Attendance Requirements for Members of the Executive

At the discretion of the Executive, any member of the Executive who has not attended three consecutive meetings without the President's consent shall be deemed to have resigned and the Executive may

accept such resignation without further notice. Note that a quorum at Executive meetings is 33% of the Executive, as well as two of the President, Past President, Vice-President, Treasurer or Secretary.

1.12 City of Waterloo Relationship and Terms and Procedures re Ice Rentals

Waterloo Ringette has a 3-year service agreement with the City of Waterloo. The agreement documents how the City supports Waterloo Ringette and the Association's responsibilities, including ice usage, storage rooms, display cases, etc.. The City has an ice return policy that we have to follow. For ice time scheduled between September 1 and December 31, we have to return ice to the City by August 31. Ice time scheduled between January 1 and March 31 has to be returned by December 1. In both cases, we will be billed for that ice if not returned by these dates.

2 CONDUCT

2.1 Code(s) of Conduct

Waterloo Ringette adheres to the codes of conduct of Ringette Ontario, Western Region and the City of Waterloo.

The Ringette Ontario codes of conduct policy documents for athletes, coaches, officials, parents and spectators can be found at <http://ontario-ringette.com/home-page/operating-manual/policies/>

The Western Region Code of Conduct for parents, players, coaches and officials can be found at <http://wrra.ca/codecond.html>

The City of Waterloo Respectful Behaviour Policy is found at www.waterlooringette.com under the section "WRA Information" and "Bylaws and Policies".

A bench staff code of conduct form must be signed by all bench staff each year and returned to the Registrar.

2.2 Waterloo Ringette Association Executive Confidentiality

Directors are required to observe Waterloo Ringette rules of confidentiality. They may be privy to confidential information in the performance of their duties on the Executive. Confidential information is information the Executive, and the source of the information, understands or declares to be confidential. It does not include decisions recorded in the minutes, for example, but might include information serving as a basis for decisions.

During and after the term of their appointment, directors are required to:

- a) Continue to observe the confidentiality of information obtained while serving on the Executive.
- b) Use confidential information only as required to perform his/her duties on the Executive.
- c) Take all responsible precautions to protect confidential information from theft, loss and any other unauthorized access, use or disclosure.

The President/Chair can declare which items should be discussed 'in camera'. This means non-Board members will be asked to leave the room, and no minutes will be kept, for that portion of the meeting. The Chair can also declare what portions of a discussion should not be repeated outside of the meeting.

A director breaches confidentiality if s/he uses confidential information in an unauthorized manner, causing harm to the person confiding this information.

2.3 Conduct of Members of the Executive

WRA Executive members are expected to maintain a long-term outlook for the development of ringette, to abide by its by-laws, to set policy and to conduct its affairs in a fair and prudent manner. It is anticipated that members will undertake to lead by example to create a supportive cohesive organization. Directors share responsibility for the executive decisions and the executive's processes. It is vital that directors actively participate in discussions, respect the role of President and other directors, and respect the decisions of the group. Executive members must work together as a group to ensure that meetings run smoothly, conflicts are dealt with in a professional manner, decisions are recorded accurately, and to develop executive procedures.

2.4 Conflict of Interest

Waterloo Ringette Association by-law 6.4 states that "No member of the Executive may vote on a matter in which they have a conflict of interest. Members of the Executive must declare a conflict of interest and refrain from voting on any issue that will result in that person gaining financially as a result of the vote. A member of the Executive having a conflict of interest, other than financial, must declare his/her conflict of interest, and the Executive shall determine whether or not a conflict of interest exists."

The following expands on the by-law to help ensure that every attempt is made by members of the Board and its Committees to reach decisions free of undue influence, conflict of interest or any appearance thereof.

- a) "Conflict of Interest" – A conflict of interest will exist for a decision-maker if at any time that decision-maker would receive a direct or indirect benefit as a result of a decision made in respect of the activities or operations of the organization. A direct or indirect benefit shall include, but not be limited to, any financial benefit received by the decision-maker, or by any spouse, partner, parent, sibling or child of the decision-maker or by any organization, association, group, proprietorship, corporation or partnership in which the decision-maker, or any spouse, partner, parent, child or sibling of the decision-maker is a director, officer, owner, employee, shareholder or business partner or otherwise holds a financial interest.
- b) "Decision-maker" includes any officer or director of the organization or any members of a committee, sub-committee or task force charged with the responsibility to make recommendations to the Board of Directors or to any of its committees or sub-committees.
- c) Each decision-maker shall immediately, following his or her election, appointment or re-election or re-appointment will be given a copy of this conflict of interest policy. In addition, each decision-maker is obligated to pre-disclose potential conflicts of interest at the time an issue is being considered.
- d) Prior to the consideration of any issue regarding the affairs of the organization, each decision-maker shall consider whether that issue could give rise to a conflict of interest and, if it does, immediately declare that s/he has a conflict of interest and require that the declaration be noted in the minutes of the meeting at which the issue is to be considered.

- e) Upon declaration of a conflict of interest, the decision-maker with the conflict will temporarily remove him/herself from the meeting so as not to be present during any discussion or voting on the issue which raises the conflict, and this decision-maker will not be included in the calculation of any required quorum for voting on the issue.
- f) If at any time a decision-maker is unsure whether s/he has a conflict of interest with respect to an issue under consideration, or if the Chair of the meeting where the issue is to be considered is of the opinion that a decision-maker may have a conflict of interest with respect to an issue under consideration, s/he must request that the remainder of the decision-makers present at the meeting determine, by resolution passed by the majority of them, whether a conflict of interest exists. Prior to the discussion of whether a conflict exists, the person whose conflict of interest is being discussed shall be permitted to briefly outline the circumstances giving rise to the conflict of interest and shall thereafter temporarily remove him/herself from the meeting so as not to be present during any discussion or voting on whether a conflict of interest exists. If it is determined that a conflict does exist, the provision of paragraph (e) above will then apply. If a committee cannot make a decision as to the existence of a conflict of interest, the matter will be referred to the Board.
- g) If at any time a person becomes aware that a decision has been made regarding the affairs of the organization in circumstances where the provisions of this policy have not been complied with, this person will immediately disclose the conflict of interest in writing to the Board of Directors and the decision giving rise to the conflict will be reconsidered by the Board at its next meeting in accordance with the provisions in paragraph (e) where such decision may either be ratified, overturned or tabled for further discussion, as the Board may determine.

3 TEAMS, COACHES, WINTERFEST and RINGETTE ONTARIO

3.1 Feedback on Coaches and the Work of the Executive

All coaches are to communicate to families that feedback and suggestions are welcomed; that they should take compliments, questions, suggestions and concerns regarding their child's experience directly to the head coach. Parents should also be made aware that if they are not satisfied with a response from a coach, they may take the matter up with the Coaching Coordinator.

Although survey practices can vary from year to year, Waterloo Ringette regularly seeks feedback from parents/players, and from coaches. The purpose was to ensure that:

- a) The Executive and coaches get needed feedback
- b) Problems are dealt with effectively, and as quickly as possible
- c) Help can be given where needed
- d) The Executive has a means of getting the information needed for purposes of recruiting and selecting coaches

The feedback process and survey questions will be reviewed by the Executive each year.

3.2 Policy on Police Record Checks

Ringette Ontario requires a police record check within the past three years for those who work closely with minor athletes and who occupy positions of trust and authority within Ringette Ontario programs.

This includes all bench staff and members of the Executive (except Open coaches since the age of majority in Ontario is 18).

A letter on Waterloo Ringette letterhead is provided which enables the person to get a reduced rate of \$10. There is no reimbursement for this expense.

Bench staff police record checks should be submitted to the Director of Coaching Development. Members of the Executive should submit theirs to the President. A form is completed and signed for WRA files and the police record check itself is returned to the individual.

An individual whose Vulnerable Sector Check establishes any of the unacceptable behaviours stated below, may be deemed unsuitable and may be rejected or dismissed as a volunteer of the Waterloo Ringette Association.

- a) Sexual Offences, including pardoned sexual offenses
- b) Violent or threatening behaviour against children or adults
- c) Conduct against public morals such as prostitution
- d) Substance or chemical abuse
- e) Violation of a position of trust including theft or fraud
- f) Criminal driving offenses, including but not limited to impaired driving

3.3 Complaints about a Coach, Parent or Player

Waterloo Ringette encourages members to speak out when breaches of the codes of conduct are apparent. Members are encouraged to address them at the level at which they occur. When parents have a concern relating to their own child, they are encouraged to wait 24 hours before contacting the coach.

Coaches should communicate to their players (at the relevant ages) and parents about the rules of conduct. When a breach of the Code occurs, coaches are to take appropriate action to stop such behavior and advise the Waterloo Ringette President who, with the Executive, will determine the action to be taken.

Parent or player concerns about a member of the bench staff should first be taken directly to, and dealt with by, the Head Coach. If not satisfactorily resolved, the matter should then be taken up with the Coaching Coordinator who will gather information from the complainant, coach(es) and other parties (if needed) and take action(s) needed to resolve the matter (and report the matter to the Executive). If it involves very serious issues, misconduct and/or consideration of suspension or dismissal, the Coaching Coordinator will recommend to the President that the Discipline and Grievance Committee (referenced in the by-laws) be activated to consider the matter and bring a recommendation to the Executive.

If the Coaching Coordinator or a member of the Committee has a conflict of interest, s/he must so declare and the President will appoint someone to act in place of that person.

3.4 Coach Recruitment and Selection Procedures

Coaching positions are advertised on the Waterloo Ringette website/facebook page. We start accepting AA and A coach applications in February, with a mid-March deadline, since tryouts start in April for these teams. Regional and U12PP coaching applications don't need to be submitted until later

as evaluations for these teams take place in the Fall. The by-laws indicate that the Coaching Selection Committee consists of the President, Vice President, Director of Coaching Development and either the Provincial or Regional Convenor (depending on the team). However, other members of the Executive or coaches with useful knowledge and experience may be asked to serve on the Committee, depending on the situation and age level.

3.5 Player Releases

If there is no AA team in a player's centre, they have the right to try out for the AA team of the centre closest to them. If a player doesn't make the AA teams elsewhere and their home association has a A team, the player can't go somewhere else to play A unless released by their home association. If a Waterloo player is cut from a Waterloo A or AA team, we automatically provide a release for them to go elsewhere...we don't force them to play on our regional team. In other situations, where a player could play in Waterloo but wishes to play in another centre, decisions are made on a case-by-case basis according to the circumstances of the situation.

Any player who is coming from another Association must bring a Player Try-out form with Part 1 completed. The appropriate signatures must be included. Forms can be obtained from <http://www.ontario-ringette.com/administration/documents/mf07.pdf>

3.6 Boys Playing Ringette

Boys are accepted into our programs up to the U12 Regional level. We are awaiting word from Ringette Ontario on whether it will reverse course of its plan to extend co-ed to the U12 Provincial level in 2014-15.

3.7 Waterloo Wildfire NRL Team

The Waterloo Wildfire NRL team originated in 2003 and was a founding franchise of the National Ringette League. The team is *owned* by the Waterloo Ringette Association (i.e. WRA paid the franchise fee). The team operates independently of WRA for the most part, but WRA designates an individual to provide liaison with the NRL team. NRL players range in age from 19-31.

The team pays a fee to Waterloo Ringette, calculated in the same way that fees are set for other teams. It includes ice costs, insurance, overhead fees and timekeepers. It is paid in three instalments by the team, as opposed to payment to WRA from individual players. WRA provides one hour of practice ice per week, and game ice. WRA pays one person to do the timekeeping and scorekeeping for home games in Waterloo. The team pays a rate specified by the NRL for the shot clock operator and the referees, who are assigned for all home games by the NRL.

The NRL General Manager appointment is approved by WRA. The GM has traditionally been responsible for choosing the bench staff from the best willing and available coaches from, or within driving distance of, Waterloo.

The team pays an annual entry fee to the NRL, as well as player and coach travel and accommodation costs. The team does its own fundraising. They charge admission to their games but provide free admission for all ringette players wearing a team jersey.

3.8 Waterloo Ringette Tournament

The Waterloo Ringette Winterfest Tournament is held in early-mid January. Waterloo teams pay the full fee but receive a 'rebate' for providing volunteers for 10 hours during the tournament, with the rebate

amount depending on the overall profitability of the tournament. Waterloo Teams are also required to provide prizes for the raffle and silent auction tables.

3.9 WRA Player Development/Ringette Promotion Programs

To help players further develop their skills, Waterloo Ringette regularly runs power skating and goalie clinics, depending on the availability of ice.

The Director of Player Development has responsibility and recruits and recommends the Head Instructors. The Head Instructors arrange assistant instructors based on the number of players registered, and as agreed upon by the Director of Player Development. We usually cap the programs at 30 participants (sometimes a few more), which would require four instructors. The rate of pay is set by the Executive on the recommendation of the Director of Player Development.

Waterloo Ringette also runs an annual, one-hour **Bring a Friend/Come Try Ringette event**. Coaches at the U7,U8 and U9 levels are given advance notice, asking them to give some thought to who they might invite to the event. Kids aged 4-10 are welcome as long as they can stand and shuffle unassisted. Non skaters are not able to participate in the event; however, their families are welcome to attend and watch, if interested! All new participants will be required to wear a helmet. U7 and U8 kids are welcome to attend and participate in the event with their friends. For each 'friend' that a player brings to the event, they will have an entry placed in a draw for **money off next year's registration**.

3.10 Concussions

See separate concussion policy at www.waterlooringette.com under the section "WRA Information" and "Bylaws and Policies".

3.11 RINGETTE ONTARIO, WRRRA and CORL Rules to Note

Members of the Executive and Coaches need to be aware of the information, policies and rules which govern Waterloo Ringette...on the websites of Ringette Ontario and Western Region Ringette Association. Following is an illustrative listing of just some of those rules:

- Coaches, managers and trainers must be 18 years of age, and must be 18 by December 31 to participate in coaching clinics. The 'coach-in-training' (CIT) position was created to allow coaches under the age of 18 (as of December 31) to be a member of a team's bench staff. A maximum of two CIT's can be on the bench during a game if qualified and provided there are no more than five persons on the bench.
- To be 'Competition Introduction Trained' or 'CI Trained' requires coaches to attend both the Competition Introduction 1 and 2 clinics. Previously coaches only needed the Competition Introduction 1 (CI-1) clinic to be 'CI Trained'. Coaches who have attended only a CI-1 clinic have until January 8th, 2015 to complete a CI-2 clinic in order to retain 'CI Trained' status.
- All teams U9 to U19 must have someone on their list of bench staff who has required First Aid qualifications. It is recommended that this person be present at all games and team activities.
- U19 and younger teams must have a non-playing female on the bench. U14AA, U16AA and U19AA teams must have a female Head Coach or Assistant Coach.
- More than one can be named to the various bench staff positions, but only one Head Coach and one Manager can be on the bench at a time in a game. At the A and AA levels, not more than one trainer can be on the bench unless a Head coach and an Assistant are on the bench.

- All U14A – U19A teams must participate in one tournament by the first weekend in December, for seeding purposes. A winning % of 80% or more would likely lead to re-seeding as a AA team. A Provincial G&T Committee makes that determination in December.
- A team activity log must be completed by each team to ensure that the required time allocations for development versus competition are met.
- All U12 teams are required to complete the Skills Matrix twice during the season.
- Regarding tournaments, all U12 teams are limited to attending a maximum of five tournament in a season. All U12 teams must submit by September 19 a list of five tournaments they would like to attend, ranked in order of preference, to their Regional G&T Coordinator. All AA teams must submit by July 25 their list of six tournaments, ranked in order of preference.
- All U14A – U19A teams must participate in at least one tournament by the first weekend in December for purposes of reseeding.
- All U8 games will consist of two periods; the first 16 minutes and the second 14 minutes (or can be adjusted according to the time left); with two minutes of running time before the clock stops to allow six different players to go on the ice.
- Teams can call up players from our own association, for a maximum of five games except that there is no maximum for goalies.

4 FINANCIALS and FEES

4.1 Accounting and Internal Control Policies and Procedures

The Waterloo Ringette Executive:

- a) Oversees the financial management of the association.
- b) Determines and monitors the method of accounting used.
- c) Reviews the financial stability and sustainability of the association.
- d) Reviews financial statements monthly to monitor financial activity and adherence to budget.
- e) Approves an annual budget prepared by the Treasurer.
- f) Ensures that the association maintains effective, generally accepted accounting procedures and internal control procedures.
- g) Ensures that all cheques and all other financial transactions fulfill the requirement of two signatures, with one of them being that of the Treasurer. Eligible signing officers include the President, Vice-President and Treasurer.

4.2 Financial Reserve

Waterloo Ringette maintains a reserve of 3-6 month's of annual operating costs, to be drawn upon when there is a shortfall in revenue, or significant unforeseen costs arise which make it difficult or impossible for the association to offer its normal program in any given year, and when program changes and other funding/fundraising can't be pursued in the time frame available.

4.3 Investment Policy

- a) The Executive establishes investment policy, has exclusive authority to make investment decisions, and delegates to the Treasurer the authority to carry out approved investment transactions.
- b) Waterloo Ringette investment objectives are to preserve capital, invest so as to meet liquidity requirements, and generate an investment return on reserve funds.
- c) Assets will be invested only in Guaranteed Investment Certificates or their equivalent and will not be put at risk in any type of equity, bond or debenture investment.

- d) The term of fixed income investments will be selected by the Executive.
- e) Investment transactions will require the signatures of two individuals having signing authority under the by-laws.

4.4 Tryout Fees

Tryout fees are set so as to be sufficient to cover ice costs. Fees are usually capped when there are more than three ice times for evaluations.

4.5 Registration Fees

Registration fees are set annually, sufficient to cover the cost of running the association.

Multifamily discounts apply—where two from a family pay the full fee, subsequent players from that family receive a 50% discount (applied to the lowest registration fee). It is the intent of the Waterloo Ringette Association to see that every player is given an opportunity to play the sport. Players are not considered to be registered until full payment is made. However, if a player is unable to complete full payment at the time of registration, they should contact the Registrar to arrange for alternative payment options. Fees don't cover the cost of tournaments, qualifiers, provincials or playing in CORL.

4.6 Fee Refunds/Fees for Late Registrants

Decisions on fee refunds take account of the circumstances of the case. Following are some rules of thumb we have used in the past.

- a) Those who leave before Christmas, by choice or as a result of injury, normally receive a 50% refund.
- b) Those who start late but before Christmas normally pay the full fee.
- c) Those who start after Christmas normally pay only 50% of the fee.
- d) At the U7 level, we usually give full refunds up until about six weeks in. It doesn't happen often but we may have a player who just isn't progressing...too young, cries all of the time, etc. or someone realizes that they have a conflict with too many of the dates. After six weeks, we usually don't give a refund since families have received fair value for their \$200 fee by that point. Note that families pay upwards of \$200 for an 8-week learn to skate program.

4.7 Fee Subsidization

We sometimes help by finding a donor who will cover the cost for a needy family, and the association will allow an extended period of time to pay the fee if that helps.

If a family may have difficulty with the fee and costs for the season, coaches are to advise them that the City of Waterloo offers fee assistance to families in need who live in Waterloo. The family can pick up an application form at any City of Waterloo recreational facility or go online at www.waterloo.ca and get the application there. They can print it off and fill it out. They must attach proof of their address in Waterloo and proof of their total gross family income (i.e., income tax notices of assessment for both parents for the year 2012. Their notice of assessment will also include their address).

4.8 Expense Reimbursement Policy

Members of the Executive will not normally be reimbursed for travel expenses associated with their Waterloo Ringette duties. This is consistent with the practice for other volunteers, i.e., coaches and other bench staff who pay their own expenses. However, where a member of the Executive experiences

significant travel costs for a trip that is exclusively for Association business (i.e., not combined with one's business or personal affairs), such expenses can be submitted for reimbursement. Mileage will be paid at the rate of 33 cents per km.

Trips need to be approved in advance by the Executive; reimbursable expenses need to be cleared in advance with the President, Vice-President or Treasurer; and receipts need to be provided in order to be reimbursed. Reasonable expenses include mileage or other transportation for a return trip in excess of 200 kms, parking, meals, hotel and event admission fees.

4.9 Reimbursement on Course Fees for Coaches, Managers, Trainers and Referees

The fee on courses required to qualify for Head Coach, Assistant Coach and Manager will be reimbursed 100% on successful completion.

The Association does not reimburse for First Aid courses that are required. Coaches are advised to seek out a parent who has First Aid qualifications which meet the requirement. Teams have the option of paying for a First Aid course fee out of their team budget if that's the only way they can get a qualified person.

Reimbursement is provided for those taking Officiating courses provided they are prepared to commit to a minimum of six games in Waterloo during the season. The course fee includes the price of the rule/casebook and crests for all level 1 officials.

4.10 Team Finance Review Policy

The registration fee structure covers the cost of our season league program (game and practice ice, refs, minor officials, league fees) plus an overhead amount for the operation of the Association. However, almost every team will have significant additional costs each season for tournaments, provincials, regionals, team parties, team clothing, etc. Each team will undertake significant fundraising efforts, and probably collect funds from each parent to cover these additional costs.

Each team should develop its own budget for the season. A budget template is available on the Waterloo Ringette website. Sample budgets can also be made available. The Executive reserves the right to audit a team's budget and actual expenses.

The Head Coach and Manager are accountable to parents/players for administering team funds appropriately, maintaining open communication on revenue and expense decisions, and involving parents in decisions on use of parent-contributed funds (including what happens to money left over as the year-end approaches).

4.11 Subsidization of Waterloo AAA and Team Canada Players

The purpose of sponsorship, either through financial subsidization or letters of recognition for young Waterloo Athletes, is to support young athletes from Waterloo in their endeavors to pursue high caliber of play in our sport.

Monetary sponsorship is one way to help assist players financially, and to recognize our past and present players that demonstrate a need and also demonstrate a commitment to the sport of ringette and to our association. Any decision on this ultimately depends on the financial strength of the association.

Following are guidelines for considering sponsorship, and the levels of sponsorship available.

Criteria to Qualify for Consideration

- a) Formally apply to the Association for funding either verbally or written. In requesting funds describe the event/team that the player is participating in. The level of play should be of high caliber i.e. Nationals, Worlds, AAA team, etc.
- b) Years with Waterloo--consider the number of years a player has played with Waterloo and number of years away from Waterloo. Most of minor years should have been with Waterloo (Bunny level up through to Petite- i.e. 5 or more years).
- c) Contribution player has made while at Waterloo- Consider the player involvement in the following activities:
 - i. Mentoring activities- Assisting on ice with minors (i.e. bunnies and other regional teams)
 - ii. Unpaid activities such as our Winterfest tournament, the regional tournament, volunteering at other Association sponsored events such as Come Try Ringette, Pizza party, skating parties, and association sponsored clinics
 - iii. Assisting in paid activities such as refereeing, power skating, timekeeping, and shot clock
- d) Contribution the player has made to the Association throughout years of play – whether with Waterloo or not in paid and unpaid positions as outlined above
- e) Other fundraising initiatives undertaken by the player.

Sponsorship Levels

Played in Waterloo less than 5 years (or less than 50% of their playing career) and little or no involvement--card of recognition and congratulations and post on the website.

Played in Waterloo and meets above criteria--card of recognition, website recognition, and \$100.

If there is more than one player per team then \$100 per player to a maximum of \$500.

If a Waterloo team is requesting funds then maximum = \$500, card of congratulations, website recognition, and newspaper recognition.

4.12 Subsidization of Waterloo Teams Advancing to the Easterns and Nationals

Decisions on such support will depend on the financial strength of the association, volunteer activities by the players, etc. Based on past practice, Waterloo Ringette might normally provide:

- \$500 per team going to the Nationals or Easterns
- additional ice time at no cost

4.13 Referee and Minor Official Procedures and Rates of Pay

Fees and mileage allowance for referees and minor officials are set by Executive and paid monthly by cheque,

Games at the U12 and higher age levels use a shot clock. Teams are required to provide their own qualified shot clock operator for all home games. A training session for shot-clock volunteers on the shot clock can be arranged through the Director of Minor Officials.

5 EQUIPMENT

5.1 Equipment Purchases – What, When and Where

The Equipment Manager reports each year to the Executive on the Association’s inventory of equipment and needs for the season ahead. Once the budget is approved, the Equipment Manager has discretion as to where those purchases are made, except that where possible it should be done through Waterloo suppliers.

5.2 Waterloo Ringette Equipment Loan Program

The Equipment Loan Program is a program intended to encourage many new families in Waterloo to participate in the sport of Ringette. For a modest rental fee beginner and special need players can be provided with a full set of equipment for an entire season. This offers the advantage of trying out the sport without investing several hundreds of dollars in equipment.

Taking care of the equipment while in the players possession and returning it in a good clean condition will ensure the continued success of this program.

The program is offered to children between the ages of 4-13 who are beginners in Ringette or are in other situations (special needs) that require the Association’s attention. All participants will be required to sign a promissory contract and place a deposit cheque of \$300, payable to Waterloo Ringette and post-dated January 1st, in addition a rental fee of \$25 will be required. All cheques are due upon taking possession of the equipment.

Upon return of ALL equipment, Waterloo Ringette will destroy the deposit cheque. All equipment is to be returned in a good clean condition by end of the ringette season. If the equipment is not returned by the end of the ringette season, Waterloo Ringette will cash the deposit cheque.

If any equipment is missing or **damaged*, Waterloo Ringette will cash the deposit cheque and deduct the cost of any **damaged* or missing equipment and then rebate the difference. (**damaged* = beyond normal wear and tear and the piece needs to be replaced).

The Waterloo Ringette Equipment Loan Program will be made available through the donation of many organizations as well as directly from Waterloo Ringette itself.

5.3 Player Jerseys

Each player is responsible for the proper care and return of their practice and game jerseys. The jerseys must be handed back to the coach or designated team official at the conclusion of the season. If a player does not return their jerseys by the requested time, Waterloo Ringette reserves the right to not allow the player on any future ice until such a time as when the jerseys are returned to the coach or the Equipment Manager.

6 COMMUNICATIONS and ADVERTISING

6.1 Spokesperson for Waterloo Ringette Association

The WRA President is the official spokesperson for the WRA Executive. WRA members will direct all requests for a statement to the WRA President. From time to time, members may be asked by the WRA President to represent WRA and to speak on its behalf. When representing WRA in public, members are expected to represent the organization's purpose and views, irrespective of their personal views.

6.2 Advertising Policy – Waterloo Chronicle, Other Association Tournament Programs, Provincial and National Championship Programs

Decisions on advertisement in newspapers and in other tournament programs are made individually and depend on:

- the financial strength of the Waterloo Ringette Association
- involvement of Waterloo teams in that tournament (usually a small ad, but only if we have teams in the tournament)
- whether that association has advertised in the past in our tournament programs
- the likelihood of Waterloo Ringette ever asking that association in our tournament program
- our relationship with that association (i.e., is it a neighbouring association)
- the cost of the ad

6.3 Facebook and Website Strategy/Policy Marketing and Promotion

Waterloo Ringette maintains a website <http://www.waterlooringette.com> and a Facebook page. The website includes:

- News
- Teams
- Tournaments (schedule, registration, rules, results)
- Ice Schedules
- Registration (current year and Winterfest)
- Waterloo Ringette (by-laws, manual of policies)
- More (about us, information for coaches and parents, links, arenas, web support)

Teams are encouraged to promote their team and the sport and keep parents and players up to date by using their own Team Page on the Waterloo Ringette website. This is password protected and normally includes the team roster and schedule and an 'insider' section for other information. With respect to confidentiality, permission (regarding inclusion of parent names, player photos, etc.) is requested on the

player registration form. A password for admin login is available on request from the Waterloo Ringette webmaster.

7 APPENDIX

7.1.1 Coach/Player Relationships

At no time will a coach or manager engage in an intimate or sexual relationship with an athlete under the age of 18 years (nor with an athlete 18 years and older if the coach is in a position of power, trust or authority over the athlete).

7.1.2 Social Media

Everyone using any social media platform SHALL NOT:

- Publish negative comments about other associations, teams, players or referees, or any controversial or potentially inflammatory subjects or incidents that may have occurred.
- Use harassing, hostile or derogatory language in any online communications.

With respect to players under the age of 18, a coach, manager, referee, trainer or association official SHOULD NOT:

- Accept or make contact with a player as a friend on social networking sites, or share their personal social webpage with them
- Send personal messages of a non-ringette nature

See the Ringette Ontario website for the full text of their policy on social media.

7.1.3 Bullying, Hazing and Harassment

Waterloo Ringette has a no tolerance policy regarding bullying, hazing and harassment. Coaches need to inform their players of this policy at the start of the season, and stop such actions if they become aware of it happening. Any awareness of bullying, hazing or harassment should be reported to the Waterloo Ringette President, and those behaving in this way will be subject to disciplinary action.

Bullying is inappropriate behavior that is typically cruel, demeaning and hostile toward the bullying target...which could, for example, be directed at another player or a coach. It can be:

- Physical – hit a victim; take/damage personal property;
- Verbal – name calling; repeated insults or put downs, constant teasing; unwarranted yelling; continual/excessive criticism, threats;
- Social – cutting off victims from social connection by convincing peers to exclude or reject them;
- Cyber – use of electronic sources to accomplish the bully's aims--Facebook, twitter, texting, etc.

Hazing refers to any activity expected of someone joining a group that humiliates, degrades or risks emotional and/or physical harm, regardless of the person's willingness to participate.

Harassment involves comments or conduct directed toward an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious. It may occur between players, coach to player, parent to official, or coach to coach. Types of behavior include but are not limited to:

- Written or verbal abuse, threats or outbursts;
- The display of visual material which is offensive or which one ought to know is offensive;

- Unwelcome remarks, jokes, comments, innuendos or taunts about a person’s looks, body, attire, age, race, religion, sex or sexual orientation;
- Leering or other suggestive or obscene gestures;
- Condescending or patronizing behavior which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
- Practical jokes that cause awkwardness or embarrassment, endangers a person’s safety or negatively affect performance;
- Any form of hazing or bullying;
- Unwanted physical contact including touching, petting, pinching or kissing;
- Unwelcome sexual flirtations, advances, requests or invitations;
- Physical or sexual assault’
- Threats of retaliation against an individual who reports harassment.

Coaches should brief their players about the rules of conduct (if at an age where the rules are pertinent). When a breach of the Code occurs, coaches will take appropriate action to stop such behavior and will advise the Waterloo Ringette President who, with the Executive, will determine the action to be taken....which could involve suspending or terminating the person from Waterloo Ringette activities and notifying the police.

7.1.4 Fair Ice Policy

Game Type	U10 Reg	U12 Reg	U12 Prov	U14 Reg	U14 Prov	U16 Reg	U16 Prov	U19 Reg	U19 Prov
League Developmental 1 st part of season	E	E	E	E	D1	E	D1	E	D1
League Competition 2 nd part of season	E	E	E	D1	D1	D1	D1	D1	D1
Tournaments/Regionals and Provincials	E	D1	D1	D1	D1	D1	D2	D1	D2

EQUAL (E) – Equal ice time every game, allowing for uncertainty re frequency of stoppages of play.

DISCRETION (D1) – Equal ice time every game, except that a coach may use selected players in the last two minutes of regulation time, overtime and any situation that does not require five skaters vs five skaters.

DISCRETION (D2) – Coaches have discretion to use players anytime during the game.

GOALTENDERS – Coaches have the option of changing goalies at half-time of each game, or playing full games as long as they have approximately equal game time throughout a season and/or tournament. The championship game in a tournament is excluded from this.

U9: Positional play is introduced (including goal-tenders) - all athletes must rotate through all positions. Interpret this as a different goalie for each game but at the same time not forcing an unwilling player to go in net as the season progresses or in the Regionals.

U10: Positional Play - starting to play in set positions. It is recommended that coaches rotate 4-5 athletes through goaltender position. Interpret this as....between the players interested in playing net,

the position should be equally rotated. If only one player is interested s/he plays all games. If more than one player is interested, then the position is rotated equally. If two goalies are "dressed" they could switch at the half or play alternating games. If only one will be "dressed" then they would just rotate game by game.