



Zone 5 AA Ringette Club Operations Manual



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TABLE OF CONTENTS

1 - GENERAL 9

Intent 9

 101..... 9

 Club..... 9

 102..... 9

 Common Terms 9

 103..... 9

 Operating Constraints..... 9

 104..... 9

 Amendment 9

 105..... 10

 Operational Requirements..... 10

 106..... 10

 Executive Approval 10

 107..... 11

 Communication Method 11

2 - FOUNDATION..... 12

General 12

 201..... 12

 Vision..... 12

 202..... 12

 Principles..... 12

 203..... 12

 Objectives..... 12

 204..... 14

 Strategies 14

3 - CODE OF CONDUCT..... 15

General 15

 301..... 15

 All Members..... 15

 302..... 15

 Athletes..... 15

4 - DISCIPLINARY ACTIONS..... 16

General 16

 401..... 16

 Misconduct 16

 402..... 17

 Complaint 17

 403..... 17

 Suspension on Financial Grounds 17

 404..... 18

 Neglect of Duty..... 18

 405..... 18

 Removal of Team Personnel 18



5 - FRAMEWORK..... 20

General..... 20

 501..... 20

 Key Dates..... 20

 502..... 21

 Division Competiveness Levels 21

 503..... 21

 Number of Teams per Division..... 21

 504..... 21

 Division Age Levels..... 21

 505..... 23

 Continuous Athlete Development 23

 506..... 23

 Tournaments 23

 507..... 24

 Tournament Travel & Accommodation 24

 508..... 24

 Shot Clocks 24

 509..... 24

 Coaching Aids 24

 510..... 24

 Ice Contracts and Arrangements..... 24

 511..... 25

 Insurance..... 25

 512..... 26

 Storage Facilities 26

 513..... 26

 Website..... 26

6 - MEMBERSHIP..... 27

General..... 27

 601..... 27

 Membership Fee 27

 602..... 27

 Membership..... 27

 603..... 27

 Membership Meeting..... 27

 604..... 27

 Registration Fee 27

 605..... 28

 Withdrawal..... 28

 606..... 28

 Withdrawal and Membership Fee Refund..... 28

 607..... 28

 Withdrawal and Registration Fee Refund..... 28

 608..... 28



Withdrawal and Team Fee Refund..... 28

609..... 28

 Cancellation / Suspension of Membership and Membership Fee Refund 28

610..... 29

 Cancellation / Suspension of Membership and Registration Fee Refund 29

611..... 29

 Cancellation / Suspension of Membership and Team Fee Refund 29

7 - TEAMS..... 30

General..... 30

 701..... 30

 Positions..... 30

 702..... 30

 Goaltenders..... 30

 703..... 30

 Athlete Discipline..... 30

 704..... 30

 Playing Time 30

 705..... 30

 Team Issues..... 30

 706..... 30

 Team Provisions..... 30

 707..... 31

 Team Obligations..... 31

 708..... 31

 Team Treasurer 31

 709..... 31

 Team Budget 31

 710..... 32

 Team Fee 32

 711..... 32

 Championships 32

 712..... 32

 Base Ice Allocation 32

 713..... 32

 Additional Ice..... 32

 714..... 32

 Returning Assigned Ice Slots 32

 715..... 32

 Games 32

 716..... 33

 Tournaments 33

 717..... 33

 Club Tournament and Provincials Hosting 33

 718..... 33



Requesting Referees..... 33

8 - TEAM STAFF..... 34

General..... 34

 801..... 34

 Team Staff Screening 34

 802..... 34

 Head Coaching Application..... 34

 803..... 34

 Head Coach Selection Criteria..... 34

 804..... 35

 Head Coach Selection Process..... 35

 806..... 35

 Team Staff Selection 35

 807..... 35

 Training and Development 35

 808..... 35

 Mentorship Program 35

 809..... 35

 Coach Evaluation 35

 810..... 36

 Team Staff Evaluation..... 36

9 - ATHLETES..... 37

General..... 37

 901..... 37

 Skills Assessment Camp..... 37

 902..... 37

 Tryouts..... 37

 903..... 38

 Requesting to Play Up..... 38

 904..... 39

 Player Releases..... 39

 905..... 39

 Athletes From Other Clubs or Associations..... 39

 906..... 39

 Player Affiliation..... 39

 907..... 40

 Mid-Season Evaluation 40

 908..... 40

 Athlete Discipline..... 40

 909..... 40

 Protective Equipment 40

 910..... 40

 Athletes Picked Up After Provincials..... 40

10 - CLUB SPIRIT..... 41

General..... 41



1001..... 41
 Club Logo..... 41

1002..... 41
 Club Motto..... 41

1003..... 41
 Club Jackets 41

1004..... 41
 Club Equipment Bags..... 41

1005..... 42
 Club Pants 42

1006..... 42
 Black Helmets..... 42

1007..... 42
 Name Bars 42

1008..... 42
 Promotional Items..... 42

1009..... 42
 Team Pictures..... 42

1010..... 43
 Pre-Regionals Rally..... 43

1011..... 43
 Newspaper Articles 43

1012..... 43
 Trophies and Banners 43

1013..... 43
 Goodwill 43

11 - FUNDRAISING..... 44

General..... 44

 1101..... 44
 Ringette Alberta Calendars 44

 1102..... 44
 Sobey's / Safeway Coupons 44

 1103..... 44
 Husky Fuel Cards 44

 1104..... 44
 Promotional Items..... 44

 1105..... 44
 Tournaments and Championships..... 44

 1106..... 44
 RAB Cup..... 44

 1107..... 44
 Hosted Events..... 44

 1108..... 44
 Gaming..... 44



1109..... 44
 Sponsorship..... 44
 1110..... 45
 Grants..... 45
 12 - PARTNER SUPPORT..... 46
 General..... 46
 1201..... 46
 xxx..... 46
 13 - FINANCIAL MANAGEMENT..... 47
 General..... 47
 1301..... 47
 Club Bank Account..... 47
 1302..... 47
 Distribution of Gaming Proceeds..... 47
 1303..... 47
 Annual Audit..... 47
 1304..... 47
 Budget..... 47
 1305..... 47
 Honorariums..... 47
 14 - OPERATIONAL RESPONSIBILITIES..... 48
 General..... 48
 1401..... 48
 President..... 48
 1402..... 48
 Vice President..... 48
 1403..... 49
 Secretary..... 49
 1404..... 49
 Treasurer..... 49
 1405..... 50
 Ice Allocator..... 50
 Technical Director..... 50
 Registrar..... 51
 Equipment Manager..... 51
 Travel Coordinator..... 52
 Gaming Coordinator..... 52
 Fundraising Coordinator..... 53
 Tournament and Championships Coordinator..... 53
 Events Coordinator..... 54
 Club Spirit Coordinator..... 54
 APPENDIX A - KEY DATES..... 56



1 - GENERAL

Intent The items herein contained are intended to act as principles and guidelines for administering the ongoing activities of the Zone 5 AA Ringette Club (hereafter referred to as "the Club").

While they are not intended to be absolute in nature or rigid in their application, they do provide a framework that will be applied unless a change in direction is made.

101. **Club**

The Club is a duly registered society under The Societies Act of the Province of Alberta. Registration with Corporate Registries occurred on August 11, 2003. The registration number assigned to the Club is **5010611399**. Corporate Registries has an information system in which they store information about the Club (and other societies). The system is accessible on the Corporate Registries [website](#). The Club President, Vice President, Secretary, and Webmaster have the required information for logging into the Corporate Registries system. Refer to the Bylaws of the Club (hereafter referred to as "*the Bylaws*") for more information regarding the Club as a society.

102. **Common Terms**

To simplify interpretation of this document, the following common terms are used:

TERM	DESCRIPTION
Executive	Officers of the Club as defined in the Bylaws
Operations Group	The Executive plus any other Members fulfilling operational roles (see 105)
Athlete(s)	A synonym for Player(s) as defined in the Bylaws
Parent(s)	Parent(s) or Legal Guardian(s).
"the Membership"	All Members of the Club.
Division	Petite AA, Tween AA, Junior AA, Belle AA, Open AA.
In Writing	Electronic or hard-copy, hand written or typewritten
Verbally	Voice communication <ul style="list-style-type: none"> a. In-person; or b. By voice technology including leaving voice messages if necessary.

103. **Operating Constraints**

For the purpose of enabling Athletes to participate in AA Ringette, the Club and/or some or all of its Members become Members of:

- Ringette Alberta;
- Ringette Canada (through the elected or appointed representatives of Ringette Alberta)

Membership is achieved through a registration process.

In the case that statements or references made in this document conflict with the Bylaws of the Club or the Bylaws, Policies, Procedures, Rules, or any other governing document of Ringette Alberta or Ringette Canada, those higher level constraints shall apply.

104. **Amendment**

The Operations Manual may be modified at any type of meeting of the Club that includes modification as part of its agenda. This document shall be modified without notice if there is known or deemed to be a conflict



with any governing document of Ringette Alberta or Ringette Canada or if additional clarification or detail is required. The essence of any modifications must be recorded in the Modification History at the beginning of this manual.

105. **Operational Requirements**

The Officers of the Club are (see Bylaw 29??):

- a. Past President (automatic ascension from the Presidency)
- b. President;
- c. Vice President;
- d. Secretary;
- e. Treasurer;
- f. Two Directors-At-Large
- g. Five Association-appointed Directors:
 - i. Beaumont
 - ii. Fort Saskatchewan
 - iii. Sherwood Park
 - iv. St. Albert
 - v. Spruce Grove

The Officers have fundamental responsibilities with respect to the governance of the Club and conformance to the requirements of the Societies Act (see Bylaws 34 to 41??). However, in addition to governance responsibilities, the Officers have additional tasks they must take on to ensure the effective and efficient operation of the Club.

Furthermore, there are specific roles that need to be fulfilled to ensure smooth operation of the Club. These roles include, but are not necessarily limited to:

- Head Coaches
- Ice Allocator
- Technical Director
- Registrar
- Equipment Manager
- Travel Coordinator
- Gaming Coordinator
- Fundraising Coordinator
- Tournament and Championships Coordinator
- Events Coordinator
- Club Spirit Coordinator

Members of the Executive or any interested Member may take on these roles - all of which are appointed by the Executive. The collective of the Executive plus non-Executive Members fulfilling the above roles are referred to as the **Operations Group**. Roles fulfilled by non-Executive Members are non-voting positions.

The additional duties of the Operations Group are described in [Section 14 - Operational Responsibilities](#) of this document.

106. **Executive Approval**

When approval of the Executive is required or sought:

- a. Executive Members in a conflict of interest may not participate in the approval process. In the case where both the President and Vice President are in a conflict of interest, another Executive Member



(who is not also in a conflict of interest) will assume President/Vice President responsibilities for the approval process according to the following precedence :

- i. Secretary;
 - ii. Treasurer;
 - iii. Directors at Large;
 - iv. Association appointed Directors;
- b. At least three Executive Members, one of which must be the President or Vice President must be involved in the approval or rejection of the request;
 - c. Approval will be granted if a majority of the Executive Members participating in the approval process for the request vote in favor of approval;
 - d. The item requiring approval must be submitted to the Vice President in writing;
 - e. The Vice President shall make electronic copies of the request available to all other Executive Members;
 - f. Executive Members wishing to withdraw from the approval process for the item must indicate, verbally or in writing, their intent to withdraw to the Vice President;
 - g. The participating Executive Members shall use whatever methods of communication they see fit to discuss the item;
 - h. Each participating Executive Member will indicate to the Vice President whether they vote in favor or against approving the request;
 - i. The decision rendered by the process is final - there are no appeals;
 - j. The Vice President shall ensure the request and decision are duly recorded;
 - k. The Secretary shall ensure the decision is noted in the appropriate minutes.

107. **Communication Method**

The primary method by which the Club will communicate information to the Members is via the Website. Other methods will be used only if necessary or deemed appropriate:

- a. Email to appropriate individuals;
- b. Written letter to appropriate individuals;
- c. Verbally at any type of meeting.



2 – FOUNDATION

General

201. Vision

The vision identifies a focal point - the ultimate goal of the Club.

Excellence in Ringette and the development of elite Athletes and Teams in Zone 5, Alberta, and Canada

202. Principles

The principles of the Club guide it in the pursuit of its vision.

- a. *Success and development consistent with membership expectations.*

The membership expects both development and success to varying degrees depending on age levels. Both factors must be weighed in the growth and operation of the Club.

- b. *Comprehensive, flexible, and innovative programs.*

With higher time and financial commitments for Ringette at this level, the membership expects that the experiences and growth of the Athletes will be first-class. Such expectations are achievable only through the best programs.

- c. *Sustainability and viability.*

Membership in the club is time-bound. Therefore, all plans and actions of the current membership must ensure a legacy is left for the future.

- d. *Ethical and accountable operation.*

To uphold the integrity, respect, and trust of the Club, all endeavors must be objective, ethical, facilitate fair and open communications, and, where possible, utilize know best practices.

- e. *Partnership and recognition within the Ringette community.*

The Club cannot operate in isolation. The sport requires cooperative efforts at all levels - something the Club takes a leadership role in. Supporting our Ringette partners through direct involvement or through demonstrated actions ensures that the Club will be recognized as a significant contributor to the sport.

203. Objectives

A vision provides focus while the principles provide bounding scope. Objectives are a mechanism for measuring success in pursuit of the vision. Furthermore, the objectives are open to enhancement or augmentation. In no particular order, the objectives of the Club are:

- a. *To implement a framework in which the Club can operate effectively and efficiently*

A framework provides the structure and resource base from which the Club directs its operations and provides services to its members. It must align with membership expectations as well as be complete, flexible, and sustainable to ensure the availability and viability of competitive Ringette in the Zone. A sound framework benefits all levels of Ringette in Zone 5, Alberta, and Canada.



- b. *To develop pragmatic and systematic approaches to Club growth and stability.*

Sustainability and viability depend heavily on practical solutions and orderly growth. This consistency earns the respect of the membership and which in turn contributes to Club longevity.

- c. *To develop Club spirit and identity.*

The pursuit of excellence grounded in the attitudes and actions the Club portrays, and impacts the way it is viewed by its membership and Ringette partners. Creating activities, branding, and establishing an atmosphere that promote unity and solidarity demonstrate that the Club is a cohesive unit committed to its vision.

- d. *To provide consistent, repeatable, and flexible programs and methods.*

Progressive development is made possible through consistency, repeatability, and flexibility. Adaptive programs and methods elevate confidence by the membership, encourage involvement, and contribute to Club sustainability.

- e. *To provide resources and support for coach development and growth.*

Coaching at elite levels requires not only a high level of skill, but also access to appropriate resources and feedback mechanisms to facilitate ongoing improvement. Furthermore, not all coaches come to the Club with experience coaching at the AA level, so the Club must also foster an environment that encourages and provides for the training and development of new coaches.

- f. *To provide resources and support for Athlete development and growth.*

Development of Athletes involves more than teaching only playing skills during the season. In addition to the fundamental resource requirements of competitive Ringette, it is expected that the Athletes will acquire skills in all areas of athlete development. An auxiliary, positive outcome is that the Athletes have the opportunity to leverage those skills in other aspects of life.

- g. *To use sound operational processes.*

In most cases, membership in the Club is limited to a maximum of just a few years. This high rate of change mandates that the processes of the Club be efficient, effective, and that knowledge be easily transferable. Streamlined transition of responsibilities requires existence of a comprehensive set of processes and accompanying documentation.

- h. *To provide leadership in the development and stability of competitive Ringette.*

Although the Club strives to have the best programs, doing so in isolation of or at the cost of other elite Clubs or Associations is counter-productive. Instead, the Club must foster the development and sustainability of the competitive realm.

- i. *To be innovative in the management of revenue and expenses.*

The cost of Ringette can be overwhelming, so it is imperative that the Club be creative in its revenue generating endeavors and prudent in the expenses it chooses to incur. The sport needs to be as affordable as possible.

- j. *To promote and support Ringette development in the Province.*



Since competitive Ringette does not start until the higher age levels, the Athletes get their first exposure and development within local Associations within the Zone. With the advanced training, programs, and experiences that exist in the Membership, sharing them with and providing guidance to partner Community Associations benefits both parties. The natural extension is promoting and supporting Ringette in the Province.

204. **Strategies**

The objectives describe what the Club will do. Achievement of the objectives requires an accompanying set of strategies - actions that implement or contribute to the desired outcomes. The strategies encompass all aspects of the way the Club operates and can be grouped into the subject areas described below. These subject areas form the outline for the remainder of this document.

- CODE OF CONDUCT
- DISCIPLINARY ACTIONS
- FRAMEWORK
- MEMBERSHIP
- TEAMS
- COACHES
- PLAYERS
- CLUB SPIRIT
- FUNDRAISING
- PARTNER SUPPORT
- FINANCIAL MANAGEMENT
- POSITION RESPONSIBILITIES



3 - CODE OF CONDUCT

General The Club supports a policy of *Zero Tolerance*. This section describes the behaviors expected of the entire Club membership. Membership and participation in the activities of the Club are *privileges*, not *rights*. Actions contrary to the Code of Conduct will result in disciplinary actions being taken by the Club.

NOTE: Each Athlete, Parent, Team Staff, or any other Voting Member (see Bylaw 6?) is expected to sign the Code of Conduct form (available on the website) each season.

301. All Members

All Members shall:

- a. Abide by the Bylaws and Operations Manual of the Club and any similar documents set forth by Ringette Alberta, Ringette Canada, or other Ringette-related entity the Club is part of, supports, or is involved in.
- b. Treat all athletes, coaches, team staff, officials, volunteers, parents, and other spectators from their own team and opposition teams with respect.
- c. Refrain from using abusive language, actions, or gestures at any team or Club event.
- d. Treat officials as honest in their intentions and accept official's decisions without outward displays of anger.
- e. Allow team staff to handle all officiating concerns.
- f. Not display any inappropriate conduct or behavior (e.g., temper tantrums, throwing things in anger or hostility, banging on the glass or boards in a hostile manner, etc.).
- g. Acknowledge and be supportive of efforts of both their own team and those of the opposition.
- h. Allow the coaching staff to be the coaches and accept and support their systems, decisions, and directions.
- i. Respect and show appreciation for the volunteers who give their time to make Ringette available for the athletes.
- j. Create an environment free from alcohol and drugs and refrain from their use in Club activities

302. Athletes

All Athletes shall:

- a. Learn teamwork, sportsmanship, discipline, respect, and personal development.
- b. Be a "Team Player" - that is, get along with athletes, team staff, volunteers, and parents from their own and opposition teams.
- c. Appreciate and support the contribution each person makes to the team and Club.
- d. Accept and take action regarding the input team staff gives toward personal improvement and development.



4 - DISCIPLINARY ACTIONS

General Members, Executive Members, and Team Personnel (as defined in the Bylaws) are required for the viability of the Club and the implementation and support of Ringette within the Club. The Club exists to provide the Athletes with a safe and enjoyable experience and to be accountable to the Members for Club business. Misconduct - that is, conduct that contravenes the objectives (*see ???*), Code of Conduct of the Club (*see 3 - CODE OF CONDUCT*) or any other directive herein contained that makes reference is subject to disciplinary action.

Disciplinary actions are required to protect Members, Athletes, Team Personnel and Officials. The processes and conditions of the actions vary according to the nature of the misconduct.

401. **Misconduct**

Misconduct is a *serious* matter and the Club treats it as such. Everyone, including any accuser or accused must understand what will result. In some cases, a more appropriate vehicle may be a **Complaint** (*see ???*).

Any time that *anyone* believes that a Member is violating accepted behaviours, they may report the misconduct to the Association by submitting a completed "**Misconduct**" Form (available on the [???websiteslink](#)) to any Executive Member. If the Misconduct is about an Executive Member, that Executive Member is not allowed to participate as a member of the Executive during the process.

At the discretion of the Executive, the steps that may be followed include, but are not necessarily limited to or constrained by:

- a. The Executive Member will ensure that all other Executive Members are informed of the Misconduct submission.
- b. By majority vote in which at least five Executive Members participate, the validity of the Misconduct will be decided. The submitter(s) will be verbally informed of the result. If the Misconduct submission is not valid, no further action taken.
- c. If valid, the Executive will verbally inform the Member(s) named on the Misconduct submission within one hour of determining validity.
- d. The Executive will conduct deliberations which may include interviews with both the submitter(s) and named Member(s) on the Misconduct.
- e. By majority vote in which at least five Executive Members participate, a (written) decision will be rendered.
- f. The Member(s) named on the Misconduct submission will be informed verbally within one hour of the Executive reaching their decision.
- g. The Member(s) named on the Misconduct have the right to appeal the decision either verbally or in writing.
- h. By majority vote in which at least five Executive Members participate, the appeal will be decided. The submitter(s) will be informed in writing of the result within one hour of the decision being rendered. If the appeal is upheld no further action will be taken.
- i. If the Misconduct is valid, on appeal or otherwise, the Member(s) named on the submission is (are) suspended or their Membership is cancelled based, in general, as per the table below where the Offence number applies for the time the Member(s) is (are) part of the Club. However, based on the severity of the Misconduct, the Executive may choose whichever penalty they deem appropriate.

First Offence	Suspension - duration determined by majority vote in which at least five Executive Members participated. The Executive may, depending on the nature of the offence, choose to follow the Executive Approval process.
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Second Offence	Suspension of at least seven days - actual duration determined through Executive Approval.
Third Offence	Suspension of at least thirty days - actual duration determined through Executive Approval.
Fourth Offence	Suspension to at least the end of the Fiscal Year - actual duration determined through Executive Approval.
Fifth Offence	Suspension to the end of the Fiscal Year following the current Fiscal Year.
Sixth Offence	Membership cancelled (as per Bylaws).

Members suspended or whose membership has been cancelled cannot:

- a. Be within 100 metres of any Member or Athlete at any Team practice, game, event, or Club event;
- b. Vote in any Meeting or Executive Meeting;
- c. Be involved in any way as an Athlete or in a Team Personnel position;
- d. Be appointed to, selected for, or perform any of the duties for any appointed or selected position in the Club;
- e. Be elected to or perform any of the duties of an Executive Member position.

402. **Complaint**

Excluding Team related issues, concerns, or problems (*see ???*), ***anyone*** may raise a formal complaint by submitting a completed "***Complaint***" Form (available on the [websitelink](#)) to any Executive Member.

At the discretion of the Executive, the steps that may be followed include, but are not necessarily limited to or constrained by:

- a. The Executive Member will ensure that all other Executive Members are informed of the Complaint submission.
- b. By majority vote in which at least five Executive Members participate, the validity of the Complaint will be decided. The submitter(s) will be verbally informed of the result. If the Complaint submission is not valid no further action taken.
- c. If valid, the Executive will verbally inform the Member(s) named on the Complaint submission within one hour of determining validity.
- d. The Executive will conduct deliberations which may include interviews with both the submitter(s) and named Member(s) on the Complaint.
- e. By majority vote in which at least five Executive Members participate, a (written) decision will be rendered.
- f. The Member(s) named on the Complaint submission will be informed verbally within one hour of the Executive reaching their decision.
- g. The Member(s) named on the Complaint has (have) the right to present an appeal either verbally or in writing.
- h. By majority vote in which at least five Executive Members participate, the appeal will be decided. The submitter(s) will be informed in writing of the result within one hour of the decision being rendered. If the appeal is upheld no further action will be taken.
- i. The Executive will take whatever actions deemed appropriate for the nature of the Complaint. The actions and decisions of the Executive are final - no appeals are permitted after the initial appeal, if any.
- j. The Executive will inform the submitter(s) of the actions taken.

403. **Suspension on Financial Grounds**

As stated in the Bylaws *9??*, Members may be suspended on Financial Grounds and therefore be no longer entitled to privileges or powers in the Club. Members suspended for this reason cannot:



- a. Vote in any Meeting or Executive Meeting;
- b. Be involved in any way as an Athlete or in a Team Personnel position;
- c. Be appointed to, selected for, or perform any of the duties of any appointed or selected position in the Association;
- d. Be elected to or perform any of the duties of an Executive Member position.

The Member (if 18 or older) or any Athlete that the Member is financially responsible for is not permitted to participate in any practice, game or event sponsored by the Club. As stated in the Bylaws 9??, the suspension ends when the arrears have been paid to the Club.

404. Neglect of Duty

Any Member not fulfilling the duties of a position (elected, selected, or appointed) within the Club can be removed from the role. While the Club understands that everyone is a volunteer, once the position is accepted, the responsibilities that go with it must also be accepted. Removing Members from their positions is not desirable, but may be necessary. Furthermore, there are additional considerations for Team Personnel (*see ???*).

When it is believed that a Member is neglecting their duties, a completed "*Neglect of Duty*" Form (available on the [Websitelink](#)) can be submitted to any member of the Executive for Executive Approval. If approved, the neglecting Member will be warned in writing. A second approved submission for the same Member in the same Fiscal Year will:

- a. Result in removal of the Member from a selected or appointed position; or
- b. Result in a "*Request For Resignation*" Form (available on the [Websitelink](#)) being completed and issued if the person is in an elected position. If the person refuses to resign, a Special Resolution will be struck to have the Member removed from the position.

Members removed from positions for Neglect of Duty retain their rights as Members should they still qualify as a Member without the position they were removed from.

405. Removal of Team Personnel

Team Personnel are entrusted with the instruction, care, and supervision of Athletes, and/or in the operation or management of the Team. When it is believed that Team Personnel are not functioning in the best interest of the Athletes, the game of Ringette, and the Club, they can be removed from their position.

Since the Head Coach selects the other Team Personnel, the Head Coach is responsible for situations which may result in removal of the other Team Personnel. Also, if the Executive believes that any Team Personnel, including the Head Coach, are not functioning in the prescribed manner they too may pursue removal. Regardless of whether the removal is initiated by the Head Coach or by the Executive, the process is as follows:

- The initiator(s) will inform, in writing, the member of the Team Personnel that corrective action is required by a specified date.
- If the desired result is not achieved, the initiator(s) will complete a "*Team Personnel Removal*" Form (available on the [Website](#)) and submit it for Executive Approval.

If a parent (or Athlete 18 or older) believes a Member in a Team Personnel role is not functioning in the prescribed manner:

- They must first submit their concerns to the Head Coach, or in the case that the concerns are regarding the Head Coach, the Technical Director.



- The Head Coach (or Technical Director) will inform, in writing, the member of the Team Personnel that corrective action is required by a specified date.
- If the desired result is not achieved, the initiator(s) will complete a "*Team Personnel Removal*" Form (available on the [Website](#)) and submit it for Executive Approval.



5 - FRAMEWORK

General The key critical success factor of the Club is a framework that provides a basis for the achievement of the vision, principles, and objectives. A framework provides the foundation, structure, and resources that enable all endeavours. Furthermore, growth, viability, and comprehensiveness requirements necessitate flexibility and open-endedness.

Without Athletes, there is no Club. The offerings of the Club must therefore be interpreted by the Athletes as attractive, attainable, and worth aspiring to. The roots of positive portrayal are in program excellence, sound, stable, and fair processes, and opportunities to grow both athletically and personally. To this end, the Club has established and maintains a framework that provides structure and suitable resources to facilitate expected achievement.

Fundamental to creating a positive perception for the Athletes are several key factors:

- Growth Plan
Is the growth plan for the Club comprehensive, workable, and provide the challenges and success opportunities expected for the various Divisions?
- Program completeness
Does the Club serve all aspects of Athlete development?
- Program appropriateness
Are the programs tailored to the physiological and psychological age of the Athletes?
- Supporting resources
Does the Club provide and manage the resources (e.g., ice, equipment, etc.) required to maximize opportunities for growth and success?
- Qualified Team Personnel
Do coaches, trainers, and managers have the appropriate training, experience, and growth opportunities to create a positive and rewarding development environment?
- Communication channels
Are the ways the Club communicates with its members and partners well-defined?

In addition to providing the basis for addressing these items, the framework also outlines common approaches, services, and guidelines to ensure consistent operation.

501. Key Dates

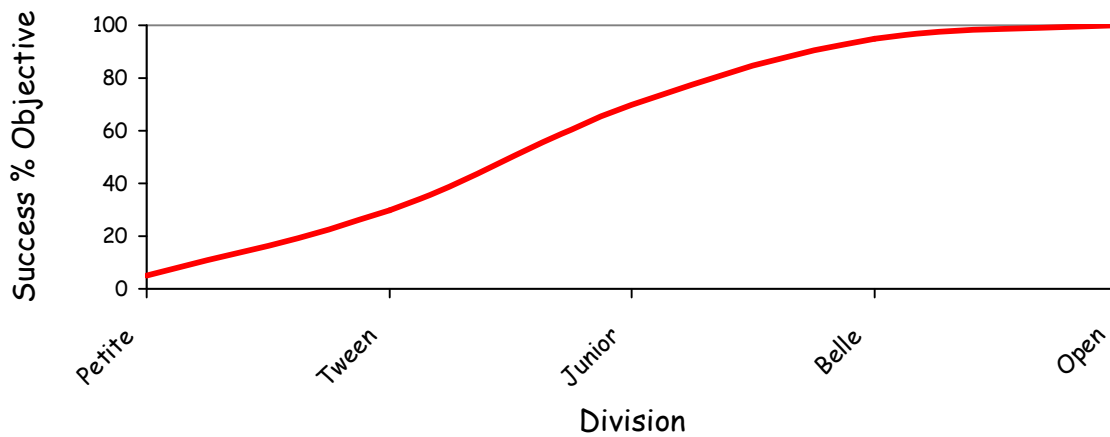
Fundamental to efficient and effective operation of the Club is a timeline to define when various tasks and processes must be completed. Some of the key dates are self-imposed while others are as a result of actions by entities outside the Club. In any case, following the key dates ensures streamlined operations and enables easier transition as the Club membership changes. See **Appendix A** for the list of Key Dates.



502. Division Competitiveness Levels

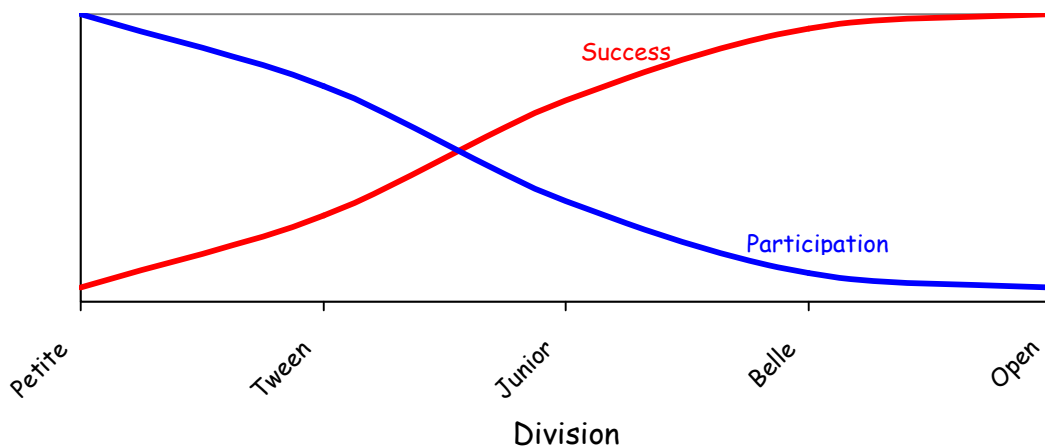
To support the principles regarding development and success expectations, the Club has defined the degree to which these requirements will be pursued for each Division. These percentages are guidelines and must be correlated with the number of Athletes at each age level in each division (see 5??).

Division	Development	Success
Petite	95%	5%
Tween	70%	30%
Junior	30%	70%
Belle	5%	95%
Open	0%	100%



503. Number of Teams per Division

Division competitiveness and age levels, coupled with natural attrition that occurs through age level progression are the fundamental underpinnings to determine the number of teams at each level. Given that higher degrees of success are expected and that attrition occurs at each ascending age level, the number of teams at each level must be proportional (inversely).



It should be noted that Belle and Open have age spans greater than Petite, Tween, and Junior. In the minimal case, the optimal scenario as follows:



Division	Number of Teams
Petite	3
Tween	2
Junior	1
Belle	1
Open	1

The optimal number of athletes trying out for per team at a particular Division is roughly twenty.

Increasing the number of teams starts at the lowest level and progresses up the Divisions. This approach is necessitated by the development and success expectations, as well as the number of athletes trying out. Adding teams at higher levels creates imbalances for the following years at both the level being imbalanced as well as the next higher Division.

Furthermore, any growth must still account for the age splits within a Division (see 504) and **must have only mutually agreeable impact on the partner Community Associations**. The chart below shows the preferred growth pattern over six years based on the minimal optimal starting scenario. Growth starts at the lowest level and propagates to higher Divisions over successive years.

	Petite	Tween	Junior	Belle	Open
Year 1	3	2	1	1	1
Year 2	4	2	1	1	1
Year 3	4	3	1	1	1
Year 4	4	3	2	1	1
Year 5	5	4	3	1	1
Year 6	5	4	3	2	1

Making the decision to increase the number of teams requires more than just an assessment of Athlete availability in a given year. In addition to ensuring availability of qualified coaches and the availability of goaltenders, analyses must also be carried out regarding overall Athlete availability in the future years to support **and sustain** the planned growth.

It is the Technical Director's responsibility to assess, within the constraints of the framework, expansion possibilities for the following season and to report to the Executive by April 15 (??). The Executive will announce the plans for the following season by May 1 (??).

504. **Division Age Levels**

Petite (10-11), Tween (12-13), and Junior (14-15) are two-year age Divisions, while Belle (16-18) is a three-year age Division. To ensure ongoing opportunity for success, it is necessary to constrain the number of Athletes at a given age for each Division. The reason is that an imbalance at any Division in one year not only affects that Division in the following year, but has the potential to propagating through higher Divisions as well.

The constraints that coaches must follow when regarding age levels when selecting their teams are:

Division	Number of First Year Athletes	
	Recommended	Minimum
Petite	50%	25%, no less than 4 Athletes per team
Tween	50%	25%, no less than 4 Athletes per team
Junior	50%	25%, no less than 4 Athletes per team
Belle	33%	25%, no less than 4 Athletes per team
Open	N/A	N/A



505. **Continuous Athlete Development**

Virtually all coaching models for elite teams and athletes prescribe development of not just a season plan, but athlete development for the complete year. These approaches have proven that athlete "down time" between seasons is detrimental to both athlete development and achievement of expected successes. In accordance with the prescribed models, the Club operates two once-per-week programs during the off-season:

- On-ice training
- Fitness training

In recognition of other off-season athletic endeavours (e.g., other sports), these programs are optional. The costs of these programs are per athlete and are determined each year by the Executive once program resources (e.g., ice, gymnasiums, instructors, etc.) have been established. The target date for setting the off-season program is February 15 ????.

506. **Tournaments**

The primary competitive situations for Club Teams are Tournaments. There are several major tournaments in Western Canada that the Club commits to. These tournaments are part of a cooperative effort of Western Canadian AA Clubs to provide appropriate venues for competitive play. The tournaments that Club teams attend are:

Tournament	Location	When (approximate)
Bernadette Price	Saskatoon	Early November
Wood	Edmonton	Late November
Jim Benning	Regina	Early January
Golden Ring	Calgary	Late January
Zone 5 AA Club (Pursuit of Excellence)	Zone 5 & Edmonton	Family Day Weekend February
Provincials ¹	Zone 5, Calgary, Edmonton	Late February / Early March
Nationals ²	Varies	Late March / Early April

1 Traditionally, each of the Clubs takes its turn, in rotation, hosting Provincials (e.g., 2008 - Zone 5; 2009 - Calgary). However, the rotation may be impacted by other events (e.g. hosting Nationals). The Clubs should decide in April or May which will host Provincials for the following year. It is the Technical Director's responsibility to ensure this occurs.

2 Nationals are usually held at least four (but could be more) weeks after Provincials and usually flip between western and eastern Canadian sites (e.g., 2008 - St. Albert; 2009 - Charlottetown)

Each tournament sets its own application deadlines, so the Technical Director must check regularly to ensure application deadlines are met. Perusal usually begins in late July for the upcoming season. For each the Club-prescribed Tournament, the Technical Director is responsible for ensuring that the following are submitted to the registrar for the tournament:

- Application form
- Entry Fee payment
- Supporting documents (usually Official TRFs)

In addition, for out-of-province Tournaments and Championships, the Technical Director is responsible for obtaining the Ringette Alberta prescribed out-of-province approval and documentation.

The Club pre-registers all Teams in all tournaments. This pre-registration consists of identification of the Club teams to the Tournament Registrar and the payment of the entry fee. With the assistance of the Technical Director Teams send any other required documentation. This approach ensures consistency and ensures that all teams are registered in a timely fashion.



Although the Club manage the registration in these tournaments, the Club passes on the cost of the entry fee to the Teams. The Teams must include the entry fees for tournaments in their budget. Note that the Club covers the entry fees for Provincials and Nationals.

Teams may participate in other tournaments upon Executive Approval.

507. **Tournament Travel & Accommodation**

The Travel Coordinator is responsible for making arrangements for travel and accommodation for Club-prescribed out-of-town tournaments (including Provincials and Nationals) as follows:

Tournament	Travel	Accommodation	When to Make Plans
Bernadette Price	√	√	Late July
Wood	N/A	N/A	N/A
Jim Benning	√	√	Late August
Golden Ring	N/A	√	Late August
Zone 5 AA Club (Pursuit of Excellence)	N/A	N/A	N/A
Provincials	N/A	√ ¹	Late August
Nationals	√ ²	√ ²	As directed by Ringette Canada

1 When not in the Greater Edmonton area.

2 When not in the Greater Edmonton area. Ringette Canada uses a Travel Agency to manage Travel and Accommodation for Nationals. The Travel Coordinator is responsible for coordinating arrangements on the Club's behalf.

Teams must include the cost of travel and accommodation in their budget.

Teams that choose to attend other out-of-town games or approved tournaments are responsible for their own travel and accommodation arrangements.

508. **Shot Clocks**

The Club maintains several sets of Shot Clocks, one for each Tween, Junior, and Belle team. The Shot Clocks are distributed to each Team at the beginning of the season. Teams are responsible for the care and operation of the clocks. The Club Equipment Manager is responsible for:

- Distribution of the Shot Clocks to the Teams;
- Managing any repairs that may be required;
- Collection of the Shot Clocks from the Teams;
- Off-season storage.

509. **Coaching Aids**

Coaches require various resources to provide effective training to the Athletes. Since all of the Teams are following essentially the same program, it makes sense that the Club provides aids consistent with the program. Furthermore, through volume purchases, the Club can keep costs down. The aids that the Club provides to Team Personnel includes, but is not necessarily limited to:

- Attack Triangles;
- Use of Club equipment (e.g., projectors)
- Mental Training Packages;
- Team areas on the Club website;
- ???
- Etc.

510. **Ice Contracts and Arrangements**



All arrangements and contracts for ice are the responsibility of the Ice Allocator and are therefore described in the position description (see 1405).

511. **Insurance**

The Club and its Members require various types of insurance for various situations. The list includes, but is not necessarily limited to:

- Liability and Sports Injury Insurance
- Asset Insurance
- Vehicle Insurance
- Rental Vehicle Insurance
- ???

Liability and Sports Injury Insurance

Ringette Alberta provides Liability and Sports Injury insurance for all member Associations (of which the Club is one). The insurance "year" is approximately October through to the following September. Although the actual dates may vary slightly from year to year, member Associations are covered for all days in any given year. Ringette Alberta issues Certificates of Insurance to member Associations on request. It is the responsibility of the Secretary to obtain Certificates of Insurance for the Club.

For more information about the Liability and Sports Injury insurance coverage, navigate to the Ringette Alberta website www.ringettealberta.com.

Asset Insurance

???

Vehicle Insurance

Drivers transporting children and others can be held liable for any injuries sustained by passengers in their own vehicle as well as those of a third party when involved in an "at fault" accident. Each Member who transports children or others should review their automobile policy liability limits for adequacy. None of the Club, Ringette Alberta, or Ringette Canada provides protection in this area.

Rental Vehicle Insurance

This is for information purposes only. The Club makes no recommendations on the renting of vehicles. The responsibility of vehicle rental lies solely with the individual.

1. Personal Vehicle Coverage

This is the insurance which covers the collision/liability costs for your personal vehicles. If a claim is made as a result of damage / liability issues related to the rental vehicle, your future premiums will be adversely affected in the same way as if you had been driving your own vehicle. Deductibles will apply.

Theft of contents of vehicle is covered by your home insurance policy. This will involve a different plan and therefore an additional deductible will apply.

2. Credit Card Coverage



Some credit cards will provide collision / loss / damage insurance if the credit card is used to pay for the vehicle rental.

This insurance does not cover third party liability, personal accident benefits or loss of contents. Your credit card company will require you to contact your insurance agent or broker to ensure that you have adequate 3rd party liability insurance.

This coverage is often for certain vehicles only. The plan will have a list of "types of vehicles covered".

3. Rental Agency Coverage

The rental agency will have an option of purchasing collision / damage insurance. There may or may not be a deductible. They may also offer an additional option for liability insurance. Each rental agency will have their own individual insurance options.

512. Storage Facilities

For storage of Club equipment during the off-season, the Club rents a (appropriately sized) self-storage locker. It is the responsibility of the Equipment Manager to look after putting items in and removing items from the storage facility. The President also has access to the storage facility. No other Members are permitted to access the storage facility.

513. Website

The Club maintains a website: www.zone5aaringette.com. The website is the primary method of information dissemination for the Club. Information available on the website includes, but is not necessarily limited to or constrained by:

- Bylaws;
- Operations Manual;
- Forms;
- Meeting Minutes;
- Notices to Members;
- Notice of Meetings;
- Tryouts;
- Ice Schedules;
- Etc.

Operating a website requires recurring expenses by the Club primarily, but not necessarily limited to:

- Domain name registration, security, and ID protection
- Hosting costs
- Email address costs
- Etc.

The Club includes the cost of website operation in its annual budget.



6 – MEMBERSHIP

General The intent of the Club is to provide a venue for elite athletes to participate at an elite level by putting only reasonable financial requirements on Athletes when they earn positions on Club Teams and to make sure that everyone playing wants to be there. Balancing this is the need to ensure that everyone pays their fair share and supports their Team, that all Athletes are insured, and that everyone makes a commitment to excellence in Ringette.

Participation in the events of the Club (practices, games, etc.) requires the payment of two separate fees. The Membership Fee (see 601) gives Members rights within the Club. The Registration Fee (see 604) allows Athletes to participate in Ringette activities. *These fees are separate from fees that Teams charge for their operation.*

601. Membership Fee

The Membership Fee is defined in the Bylaws (*Bylaw 7?*). This fee is for membership in the Club only. The purpose of the Fee is to cover the cost of Athlete Registration with Ringette Alberta and Ringette Canada. The Executive will set the amount of the Membership Fee by August 31 of each year. The Membership Fee is paid at the Membership Meeting (see 603).

602. Membership

All athletes wishing to vie for a position on a Club team must tryout (see tryouts??). Athletes must complete the specified form (?? Where) and pay the prescribed fee to be permitted to tryout. Being accepted for tryout and paying the prescribed fee does not give the Athlete (or Parents) Membership rights in the Club.

Athletes who are successful at earning a position on a Club Team qualify for Membership as described in the Bylaws. To complete the Membership process, Members must attend the Membership Meeting (see 603).

Athletes wishing to participate in conditioning camps, summer schools or similar programs not run or arranged by the Club must independently register with such programs. Participants should verify the insurance needs when registering for such programs.

603. Membership Meeting

The purpose of the Membership Meeting is to complete the Membership process. It is held immediately following the Annual General Meeting of the Club. Attendance at the Meeting is **mandatory** for all prospective Members. At the meeting, Members complete the Membership Form provided by the Club Registrar and pay the prescribed Membership Fee (see 601) to the Club Treasurer.

604. Registration Fee

Whereas the Membership Fee gives Members rights within the Club, the Registration Fee allows Athletes to participate in Club activities. The Registration Fee goes toward supporting Club operations. By August 31 of each year the Executive will set the amount of the Registration Fee.

Athletes must register with their home Association before trying out for a Club Team (see xxx). For Athletes successful at earning a position on a Club team, the Club Registrar will, where practical, take care of transferring fees paid to the home Association from the Association to the Club. The Athlete is responsible for paying any shortfall between the home Association registration fee and the Club Membership and Registration Fees. Shortfalls must be paid at the Membership Meeting. In the case where the home Association registration fee exceeds the Club Membership Fee, the difference will be refunded to the Athlete at the Membership Meeting(???)



605. **Withdrawal**

Withdrawal "*with cause*" shall be:

- a. For a substantiated reason (e.g., Doctor's Certificate) preventing playing Ringette for a large portion of the playing season, or
- b. Family relocation away from Zone 5

Withdrawal for any other reason shall be "*without cause*".

606. **Withdrawal and Membership Fee Refund**

It is the responsibility of the Club Treasurer to issue Membership Fee Refunds when withdrawal occurs. Membership Fee Refunds are subject to the following constraints:

- a. Withdrawal "*with cause*" up to the Team roster finalization deadline specified by Ringette Alberta shall result in a full refund of the Membership Fee unless the withdrawing Member has outstanding Team Fees. In this case, only the amount remaining, if any, after Team Fees are paid will be refunded.
- b. Withdrawal "*with cause*" after the Team roster finalization deadline specified by Ringette Alberta shall result in no refund of the Membership Fee.
- c. Withdrawal "*without cause*" will result in no refund of the Membership Fee.

607. **Withdrawal and Registration Fee Refund**

It is the responsibility of the Club Treasurer to issue Registration Fee Refunds when withdrawal occurs. Registration Fee Refunds are subject to the following constraints:

- a. Withdrawal "*with cause*" up to the Team roster finalization deadline specified by Ringette Alberta shall result in a prorated refund calculated as follows:

Number of days from the day after withdrawal up to and including February 28 of the current playing season divided by the number of days from the day after the Membership Meeting up to and including February 28 of the current playing season multiplied by the amount of the Registration Fee.

The refund **will not** be issued to the withdrawing Member if the Member has outstanding Team Fees. In this case, only the amount remaining, if any, after Team Fees are paid will be refunded.

- b. Withdrawal after the Team roster finalization deadline specified by Ringette Alberta shall result in no refund of the Registration Fee.
- c. Withdrawal "*without cause*" will result in no refund of the Registration Fee.

608. **Withdrawal and Team Fee Refund**

Just as Members are accountable to the Club for Membership and Registration Fees, so too are they accountable their Team for any Team Fees assessed. Regardless of the reason for withdrawal, the Member is responsible for their proportionate share of all incurred Team expenses up to and including the date of withdrawal. The Team Treasurer will refund any excess to the Member. No further payment of any outstanding fees due after the withdrawal date is required.

609. **Cancellation / Suspension of Membership and Membership Fee Refund**

It is the responsibility of the Club Treasurer to issue Membership Fee Refunds when membership cancellation or suspension occurs. Membership Fee Refunds are subject to the following constraints:

- a. Cancellation of Membership or Suspension of Membership to the end of the fiscal year that occurs



up to and including the Team roster finalization deadline specified by Ringette Alberta shall result in a refund calculated as follows:

Number of days from the day after withdrawal up to and including February 28 of the current playing season divided by the number of days from the day after the Membership Meeting up to and including February 28 of the current playing season multiplied by the amount of the Membership Fee.

- b. Cancellation of Membership or Suspension of Membership to the end of the fiscal year that occurs after the Team roster finalization deadline specified by Ringette Alberta shall result in no refund of the Membership Fee.
- c. Suspension of Membership that is not to the end of the year is assumed to be temporary, so refunds are not applicable.

610. **Cancellation / Suspension of Membership and Registration Fee Refund**

- a. Cancellation of Membership or Suspension of Membership to the end of the fiscal year that occurs up to and including the Team roster finalization deadline specified by Ringette Alberta shall result in a refund calculated as follows:

Number of days from the day after withdrawal up to and including February 28 of the current playing season divided by the number of days from the day after the Membership Meeting up to and including February 28 of the current playing season multiplied by the amount of the Registration Fee.

The refund **will not** be issued to the withdrawing Member if the Member has outstanding Team Fees. In this case, only the amount remaining, if any, after Team Fees are paid will be refunded.

- b. Cancellation of Membership or Suspension of Membership to the end of the fiscal year that occurs after the Team roster finalization deadline specified by Ringette Alberta shall result in no refund of the Registration Fee.
- c. Suspension of Membership that is not to the end of the year is assumed to be temporary, so refunds are not applicable.

611. **Cancellation / Suspension of Membership and Team Fee Refund**

Just as Members are accountable to the Club for Membership and Registration Fees, so too are they accountable their Team for any Team Fees assessed. Members who have their Membership cancelled or have their Membership suspended to the end of the fiscal year are responsible for their proportionate share of all incurred Team expenses up to and including the date of cancellation or suspension. The Team Treasurer will refund any excess to the Member. No further payment of any outstanding fees due after the Cancellation / Suspension date is required. Suspension that is not to the end of the year is assumed to be temporary, so refunds are not applicable.



7 - TEAMS

General The Framework (see ???) determines the number of Teams in each Division. Athletes are selected for the Teams (see 9xx Tryouts) to endeavour to meet the development and success objectives. Once the Teams are selected, they operate as independent units within the constraints of the Framework. Though independent, Teams are expected to adhere to the guidelines defined in this manual.

701. **Positions**

Position placement is totally at the discretion of the Team Staff.

702. **Goaltenders**

It is possible that Teams will carry two goaltenders. However, this is not a guarantee that both will receive equal playing time. It is the responsibility of the Head Coach to identify at tryouts how many goaltenders a team will carry and what the roles and expectations are for each.

703. **Athlete Discipline**

See 908.

704. **Playing Time**

The following guidelines apply to playing time:

- Playing time is at the discretion of the Head Coach and must conform to the competitiveness levels of the Framework (see 502);
- Penalty Time assessed the Athlete counts as Playing Time;
- Injury time in a game counts as Playing Time;
- Certain game situations may, at the Team Staff's discretion, be reason to vary shift length or frequency;
- Disciplinary actions will reduce playing time;

705. **Team Issues**

If those involved cannot equitably resolve any issue, concern, or problem within or about the Team, or outside intervention is desired, a request for assistance must be put in writing and submitted to the Vice President. If the Vice President cannot achieve resolution, a recommendation will be formulated and presented for Executive Approval.

706. **Team Provisions**

The provisions provided by the Club to each Team include, but are not necessarily limited to:

- a. Ice Time (see 712);
- b. Two sets of Game Jerseys (light and dark);
- c. Rings;
- d. Basic First Aid kit;
- e. Practice "space-occupying" pylons (Tween, Junior, Belle);
- f. Shot Clocks;
- g. Pinnies;
- h. Game Sheets;
- i. Etc;

Things the Association does not provide includes, but is not necessarily limited to:



- a. Practice Jerseys;
- b. Water bottles;
- c. Tape;
- d. Repair Kits;
- e. Etc

707. **Team Obligations**

All Teams are expected to:

- a. Attend all Club-prescribed tournaments;
- b. Specify to the Ice Allocator, according to the lead time specified by the Ice Allocator, any ice that cannot be used;
- c. Properly care for all equipment provided by the Association;
- d. Use *Game Jerseys* in games only - i.e., *Game Jerseys* are not to be worn during practices;
- e. Obtain and have at hand at all times, a blank "*Misconduct*" Form and a blank "*Complaint*" Form (both of which are available on the [Website](#)).

708. **Team Treasurer**

Every Team must appoint or select a person called the *Team Treasurer* to manage the finances of the Team. The Team Treasurer is responsible for tasks that include, but are not necessarily limited to:

- Preparing the Team Budget (see 709);
- Setting up a Team Bank Account;
- Collecting Team Fees from Team Members;
- Paying expenses, fees, refunds, etc. in a timely fashion to the Club, Team Members, or any other relevant entities;
- Recording and tracking all monies (or equivalent) received or paid and segregating such amounts by individual Team Member as appropriate;
- ???
- Etc.

709. **Team Budget**

Every Team must create a budget called the *Team Budget* (a sample is available on the [Website](#)). The budget should include, but is not necessarily limited to such things as:

- Levies assessed by the Club to the Team or Athletes through the Team (see ???);
- Levies assessed by the Team to the Athletes;
- Team Pictures;
- Tournament Registration, Travel, and Accommodation;
- Championships (see 711) including Travel and Accommodation;
- Trophies;
- Parties;
- Fundraising activities.
- Jersey Name Bars
- Referees for games

The Team Budget must be agreed to by a majority of the Team. Copies of the Team Budget must be submitted to the Vice President. The Vice President and Treasurer will review the Team Budget and approve or deny. The Team Budget is internal to the Team and the Club has no responsibility for collecting or refunding this money with the exception of any Levies assessed by the Club. It is up to the Team to determine how it will raise the funds necessary to meet the Team Budget.



710. **Team Fee**

Based on the Team Budget and fundraising initiatives the Team may undertake, the Team will assess each Athlete a fee called the *Team Fee* to provide the funds necessary to meet the Team Budget. Note that:

- Athletes who withdraw are responsible for their Team Fee contribution (see 608);
- Athletes whose membership has been cancelled are responsible for their Team Fee contribution (see 611).

711. **Championships**

Provincial Championships exist for all levels. Western Canadian Championships exist for Tween and National Championships exist for Junior and Belle. All teams automatically qualify for Provincial Championships. Provincial winners qualify for Westerns Canadian Championships (Tween) and National Championships (Junior, Belle). All teams are expected to participate in Championships they qualify for.

The Club pays only for the cost of entering Championships. All travel, food, lodging, and related costs for Championships are the responsibility of the Team. However, the Club may, at the discretion of the Executive, assist Teams in finding additional funding sources.

For teams advancing beyond Provincials, the Club will arrange for practice and exhibition game ice at ??no?? cost to the team(s). ???

712. **Base Ice Allocation**

The Club's ice acquisition process obtains ice for all teams. Ice times may be full or shared. Ice is assigned to Teams by the Ice Allocator so that Tween, Junior, and Belle teams receive approximately the same number of full ice slots and the same number of shared ice slots. Based on the total ice acquired, the Club invoices Teams equal monthly amounts for September through February ??? Ice is not invoiced on a per use basis. An estimate of the amount the Teams will pay is determined before Tryouts. Actual ice costs may vary somewhat depending on how much ice is actually acquired for the Teams.

Similarly, the Club assigns ice to Petite teams. To minimize conflicts with partner community Association Teams, ice times for Petite are restricted to late afternoon/early evening on Saturdays. To minimize costs to Petite Teams, the Club charges the Teams a fixed amount determined before Tryouts.

713. **Additional Ice**

Teams wishing to obtain additional outside ice must first seek Executive approval ??? Outside ice is that not through normal Club channels.

714. **Returning Assigned Ice Slots**

Ice costs are the largest expense of the Club. For some of the ice obtained, there are financial penalties (possibly up to the full cost) for ice that goes unused. It is therefore imperative that when Teams realize they cannot use assigned ice, that the Ice Allocator is given at least 48 hours notice. In many cases, the Ice Allocator can reassign, sell, trade, or otherwise dispose of the ice with no penalty to the Club. Failure to give appropriate notice will result in any financial penalties being passed on to the team. Furthermore, the Club will penalize the Team the cost of the ice slot if it cannot be disposed of.

715. **Games**

There is no organized League play in the Province for the AA level. Each team is responsible for arranging its own games (and referees - see 718). Teams may use any of their assigned (full) ice slots for games. All games arranged must be reported to the Ice Allocator so that any associated costs can be properly attributed by the Club. The information that **must** be provided to the Ice Allocator is as follows:



- Ice slot used
- Opponent
- Referee source
- Number of Referees
- Referee(s) paid (yes or no)

716. **Tournaments**

All teams must attend all Club-prescribed tournaments. All travel, food, lodging, and related costs for all Tournaments are the responsibility of the Team. Teams may attend other tournaments upon receiving Executive Approval. For such tournaments, Teams are responsible for all application requirements and entry fee payment. Note that Ringette Alberta must be informed of a Team's intention to attend out-of-province tournaments.

717. **Club Tournament and Provincials Hosting**

The Club hosts an AA Tournament each year. Also, every third year, the Club hosts the AA Provincials Tournament. All teams are expected to provide volunteer workers according to the direction of the Tournament Director. Teams should expect that every family will have to contribute volunteer hours in some fashion.

718. **Requesting Referees**

Referees for games in the Greater Edmonton area are usually provided by the Northern Alberta Ringette Referees Association (NARRA). Each season, they establish the process for requesting and the costs for referees. Other than tournaments, Teams are responsible for requesting referees for their games. NARRA usually sends an invoice to the Club for games officiated. The Club in turn invoices the teams.

Teams may, however, use other referee sources. This is most likely to occur for games outside of the Greater Edmonton area or if the team chooses to use non-NARRA referees.

In either case, the referee information must be included in the game report to the Ice Allocator (see 715).



8 - TEAM STAFF

General The Club believes its coaches are the heart of a successful program. Coaches have a responsibility to not only teach the fundamental skills and strategies to become better Athletes, but also serve as role models to help our Athletes become better people. In this section, "Coach" may mean both "Head Coach" and "Assistant Coach".

The Club selects Head Coaches. The Head Coaches are responsible for selecting the remainder of their staff. The staff that the Head Coach may select are:

- Assistant Coach(es);
- Manager (a Team can have at most one);
- Trainer (a Team can have at most one);

The Club recommends the following Team Staff composition:

- One Head Coach
- Two Assistant Coaches
- One Manager
- One Trainer
- At least one apprentice Assistant Coach that is or has recently been a Player

All Team Staff must meet the Ringette Alberta prescribed qualification criteria for the role they take on and are subject to the Team Staff Screening process (see 801).

801. Team Staff Screening

As much as is practical, the Club will follow the Volunteer Canada *Safe Steps Screening Program* as outlined on their Website <http://www.volunteer.ca/en/volcan/screening2/safe-steps> (NOTE: It is expected that Ringette Canada will, in the future, establish guidelines for Team Staff).

Minimally, all Team Staff must obtain a completed "Criminal Record Check" Form (available from the RCMP or City Police) and submit it to the Technical Director.

802. Head Coaching Application

In each year they wish to coach, prospective Head Coaches must complete the "Coaching Application" Form (available on the [Website](#)) prescribed by Club and submit it to Vice President by the date specified by the Executive.

Also, coaches who have been disciplined through involvement in Ringette the previous season must include details of the discipline with their application for review by the Executive.

803. Head Coach Selection Criteria

The Club has a defined process (do we make the process public???) for selection of its Head Coaches. The selection criteria includes, but is not necessarily limited to or constrained by:

- a. Formal coaching, training and certification levels in accordance with Ringette Alberta rules;
- b. A level of experience commensurate with the level of Ringette being coached;
- c. Prior evaluations (see 809)
- d. Demonstrated conformance to the Bylaws and Operations Manual (or similar documents) of the Club, Ringette Alberta, and Ringette Canada;



804. **Head Coach Selection Process**

A *Coach Selection Committee* will be appointed by the Executive for each Division. The members of the Committee shall consist of:

- a. At least one member of the Executive, who shall be the Chair;
- b. The Technical Director;
- c. At least one person who is not part of the Club;
- d. At least one other person (who may be a member of the Executive).

No member of the committee shall have a vested interest in the Team for which the Head Coach is being selected.

The Committee may canvass applications for all coaching positions, review all applications by prospective candidates, interview prospective candidates and other relevant parties and make its determination of the appropriate candidates for each Team. The Committee will advise all candidates of their status in the timeliest possible manner. All decisions of the Committee are final.

806. **Team Staff Selection**

It is up to the Head Coach to ???

Within constraints of RAB reqmnts and Club framework ??? (see ??)

807. **Training and Development**

Ringette Canada has defined minimum criteria for each Coach and other Team Staff role. The Club endeavours to ensure that all Coaches and other Team Staff have access to the appropriate training at the right time. Also, the Club encourages Coaches and other members to pursue Instructor status. Not only does this ensure that appropriate training can be delivered within the Club, but also enables the Club to assist partner Community Associations in achieving appropriate certification within their programs.

Another integral part of Club growth and community contribution is the development and mentoring of Athletes that have interest in coaching. Those showing an interest are given the opportunity (as well as appropriate training) to become part of Team Staff for younger teams or encouraged to assist teams in their home Association.

The Club covers all registration costs for all types of certification-related training for all Team Staff. The Club may, upon Executive Approval provide partial or full reimbursement for other costs.

808. **Mentorship Program**

Another integral part of Club growth and community contribution is the development and mentoring of Athletes that have interest in coaching. Those showing an interest are given the opportunity (as well as appropriate training) to become part of Team Staff for younger teams or encouraged to assist teams in their home Association.

???anything else???

809. **Coach Evaluation**

By ??Jan 31?? Of the season, Athletes and Parents are given the opportunity to provide feedback to the Club regarding their opinion of the Head Coach and the experiences provided to the Athlete. The questionnaire is in two formats, one for Athletes and one for Parents. Both formats are available on the ??website??. The feedback is used to identify opportunities for improvement for both the coaches and the Club. Coach Evaluations **are not** used to remove Head Coaches from their current position.



The Team Manager is responsible for distributing the questionnaire and collecting responses. All responses are confidential (unless the respondent chooses to identify themselves) and are returned in sealed envelopes. The Club assigns non-partisan members of the Executive?? For each Division to collect the responses. The representative opens the response envelopes and creates a summary of the results. The original responses are placed in a sealed envelope???? and retained in Club files for as long as the coach is a member of the Club, plus two years. At expiry, the originals are destroyed.

Once the summary is complete, the representative conducts a review session with the Head Coach. The evaluation of the Head Coach will be used in subsequent years as part of the Selection Process (see 8??).

The Technical Director collects all summarizes and produces an overall list of opportunities for improvement that is presented to the Executive. The Executive assesses each opportunity, determining when action, if any will be taken.

810. **Team Staff Evaluation**

???



9 - ATHLETES

General The Athletes are the reason for existence of the Club. All efforts of the Club are focused on developing the Athletes to be the best they can be in their pursuit of excellence. All Athletes (and their parents) expect to receive first-class training in all aspects of their growth in the sport.

The program the Club has laid out is intended to serve the Athletes in a manner consistent with development and success expectations. Regardless of the Division, all facets of premier Athlete development are addressed:

- Physical Training
- Personal Skill Development
- Systems and Team Play
- Mental Training
- Athlete Nutrition

These areas are not unique to the Club - all sports developing high-performance Athletes include these in their programs.

Athletes must tryout to earn a spot on a Club Team. The tryout process is designed to provide equal opportunity for all Athletes. No Athlete, even those who may have played for a Club Team previously, is guaranteed a spot on a Team. The tryout process has two phases, consistent with that used by other AA Clubs in Canada:

1. Skills Assessment Camp (see 901)
2. Tryouts (see 902)

Athletes (and if applicable, their Parents) who earn spots on a Club Team are expected to adhere to the processes and guidelines contained in this manual.

901. Skills Assessment Camp

In April of each year, the Club runs a Skills Assessment Camp. The purpose of the camp is to give each Athlete the opportunity to receive a personal skills assessment. The focus of the assessment is identification of areas for improvement. This gives the Athlete the opportunity to work on those skills over the summer. There will be three ice times for each Athlete and there are no "cuts".

All Athletes in Zone 5 in the age groups for the Divisions that the Club has Teams are sent invitations via email to the Skills Assessment Camp. The Technical Director uses lists provided by Ringette Alberta to determine who to send invitations to. Note that hard-copy invitations **are not** sent via regular mail. Each Athlete wishing to attend the camp must register and pay the specified fee by the specified date. The camp fee (determined each year by the Executive) includes the fee for tryouts.

It is recognized that not all Athletes will be able to attend the camp - other sports and activities may take precedence. As such, attendance at the camp is not mandatory nor a prerequisite to be eligible for tryouts. Athletes not able to attend the camp are to register for tryouts at this time. It is expected that Athletes who attend the camp will also attend tryouts.

902. Tryouts

Tryouts for all Club Divisions occur in late August/early September and may include the Labour Day long weekend. The Technical Director uses lists provided by Ringette Alberta to determine who to send email invitations to. Invitations are sent by June 30. Note that hard-copy invitations **are not** sent via regular mail.



There are constraints limiting which Athletes can tryout. The Athlete must be:

- Registered for tryouts and have paid the prescribed fee:
- A resident of Zone 5 or be eligible for release from another Zone (see 905);
- Registered with the home Community Association;
- Of appropriate age for the Division they are trying out for or have prior approval to play in a higher Division (see 903).

The fees and deadlines (determined yearly by the Executive by April 15) differ depending on when the Athlete registers for tryouts:

Registration Period	Deadline
Early	Same deadline as the Skills Assessment Camp
Regular	June 30
Late	August 21

Note 1: Athletes must be registered to be permitted to tryout.

Note 2: No tryout registrations are accepted after August 21

The evaluation process???. The Technical Director will assist coaches in finding suitable evaluators.

There is no guaranteed number of ice times at tryouts. Players may be released after the first tryout.

Athletes that are not successful at earning a position on a Club team **are expected to return** to a suitable team in their home Community Association.

903. **Requesting to Play Up**

Playing Up means playing in a Division higher than defined for the Athlete's age.

The following conditions apply to Playing Up:

- a. The movement can only be up one Division;
- b. The Athlete must try out for and be in the top 50% of the desired Division based on the same evaluation criteria applied to all Athletes in that Division;
- c. If approved, the Athlete moves up. Such movement is valid for the current season only. A new application must be processed in this same manner for each successive season before the Athlete can "play up".

The process for requesting that an Athlete "play up" is as follows:

- a. Requests to play up must be made using the "Athlete Movement Request" Form (available on the [Website](#)) and include reasons why the move should occur. The completed request must be submitted to the Technical Director (or person designated by the Club should the Technical Director have a vested interest in the outcome).
- b. The Technical Director will separately interview the Athlete, the Athlete's parents, and any other persons deemed appropriate. The interviews, along with consideration of the feasibility of the requested move and any other relevant factors (which include but are not necessarily limited to such things as Ringette Alberta or Ringette Canada rules), will be formulated into a recommendation as to whether the requested move should be considered.
- c. The Technical Director shall present the recommendation to the Executive. If the recommendation was to consider the move and is accepted by the Executive, an evaluation of the Athlete will be



performed by:

- i. The Technical Director;
 - ii. One Executive Member that is not the Technical Director and does not have a vested interest in the outcome.
- d. The results of the evaluation will be presented to the Executive. If the Executive approves the movement, the Athlete will be permitted to play at the desired level. If the request is denied, the Athlete will play in their appropriate age Division.

904. **Player Releases**

The Club follows the rules set forth by Ringette Alberta for Player Releases. The rules specify the requirements for letting Athletes register or play for a Team in a different Association, Club, or Zone. The process set forth by Ringette Alberta involves completion of a Ringette Alberta [Player Release Form](#) and several approvals that may include, but are not necessarily limited to:

- The Athlete;
- One or Both Parents;
- Both Association Presidents;
- Zone Director(s)

There are some exceptions made for Teams playing in Provincial, Western Canadian, or National finals in that Ringette Alberta permits Athletes to be "picked up" by another Team.

Releases are valid for the current season only and are automatically revoked at the end of the season.

While the Athletes themselves are responsible maintaining Release documentation, it is the responsibility of the Club Registrar to keep a List of Releases for each season.

905. **Athletes From Other Clubs or Associations**

The Club *does* permit Athletes from other Clubs or Associations to play on Zone 5 AA teams subject to:

- a. The Release Policy set forth by Ringette Alberta;
- b. The Playing Up rules herein contained;
- c. Executive Approval.

906. **Player Affiliation**

The constraints set forth by Ringette Alberta determine which Teams Athletes may play on. In general, a Athlete can play for a Team only if they are registered on that Team as a Player or an Affiliate Player. **Affiliation** is the main mechanism by which Ringette Alberta permits Athletes to play on a different Team than the one they are registered with. Any given Athlete can be affiliated with only one other Team. There are some exceptions for Provincial, Western Canadian, and National playoffs, in some cases for Tournaments, and for Double-Carded or Triple-Carded Players.

The following are constraints the Club places on Affiliation in addition to those set forth by Ringette Alberta:

- a. Requests for Player Affiliation can be made by Teams only - Athletes are not permitted to request Affiliation.
- b. Teams wanting to register one or more Affiliates with their Team must complete a Ringette Alberta [Player Affiliation Form](#) and submit it to the Technical Director. If valid, the request is sent for Executive Approval. If approved, the Registrar will register the Affiliation according to the processes of Ringette Alberta.
- c. An Affiliate may practice with the Team they are affiliated to only if the Affiliate's commitment to



their own Team is not compromised.

- d. An Affiliate may play in games, subject to Ringette Alberta constraints, on the Team they are affiliated with provided that the Affiliate would not miss a game of their own Team.
- e. An Affiliate may play in tournaments, subject to Ringette Alberta, constraints, on the Team they are affiliated provided that the Affiliate:
 - i. Has been properly identified on the Tournament Registration form, regardless of whether such form had provision for doing so;
 - ii. Would not miss a game of their own Team.

907. **Mid-Season Evaluation**

By January 31 of the Season, the Head Coach will provide each player with an evaluation of the same nature as those provided in the Assessment Skills Camp.

908. **Athlete Discipline**

Situations may arise where it is necessary for the Team Staff to discipline an Athlete. Most often, the situations result from contravention of the Code of Conduct (see 2 - CODE OF CONDUCT) or other actions deemed detrimental to the functioning of the Team. The discipline will most often be reduced Playing Time (see 704). However, the Team Staff may take other disciplinary action depending on the nature of the wrongdoing. Such disciplinary action may include suspension.

909. **Protective Equipment**

Athletes must wear the mandatory equipment and should wear the recommended equipment specified by Ringette Canada. To be allowed to participate without one or more pieces of recommended equipment, the Athletes must have written permission from one or both of their Parents. The Parent(s) completes the ??Reduced Equipment Form - we need to create this ?? and submits it to the Club Secretary. The Secretary will send an electronic copy of the form to the Head Coach. Permission is required only once for the Athlete's tenure with the Club - that is, permission is not required each season.

910. **Athletes Picked Up After Provincials**

For Athletes that get picked up by other teams to go to Westerns or Nationals, the Club may provide some financial support. The amount, if any, is determined by the Executive after Provincials.



10 - CLUB SPIRIT

General Bringing together athletes from different communities to form successful teams is the Club's major strength. Doing so helps break down perceptions regarding community competitiveness and creates a true spirit of unity within the Zone.

Much of the success is based on things done to promote unity and to showcase the Club as an organization that truly is "in the pursuit of excellence". Growing Club Spirit creates enthusiasm within and about the Club. While the Operations Group leads these initiatives, the Membership as a whole brings the passion that forms the foundation.

At all events the Club participates in - Tournaments, Championships, Rallies, etc. - the Club endeavors to showcase both Ringette and the Club. The topics in this section describe what the Club does to form the base for building Club Spirit.

Goodwill (e.g., flowers for Tessa Morrison)

1001. Club Logo

The Club Logo encapsulates the essence of Zone unity - the bringing together of many athletes from the entire area. The logo is copyrighted by the Club. As such, it can be used only in situations approved by the Club. Individuals or organizations may make a request to the Executive for use of the Club Logo.

1002. Club Motto

To encapsulate what the Club strives for and to provide a simple statement that all Members can associate with, the motto of the Club is:

"The Pursuit of Excellence"

The motto, like the Club Logo can be used only in situations approved by the Club. Individuals or organizations may make a request to the Executive for use of the Club Logo.

1003. Club Jackets

The Club makes Club Jackets available at a subsidized cost for each athlete. The design of the jackets is such that they can be used for multiple seasons. Each Athlete that earns a spot on a Club Team for the first time is expected to purchase a Club Jacket. Similarly, each Team Staff member and each member of the Executive is expected to purchase a Club Jacket the first time they become part of the Club.

*All Executive, Team Staff, and Athletes are expected to wear their jackets to every Club event (practices, games, etc.), **no exceptions.***

Other people (parents, other family members, etc.) may also purchase Club Jackets.

It is the responsibility of Equipment Manager to arrange for the purchase of Jackets on behalf of the Club.

1004. Club Equipment Bags

The Club makes Club Equipment Bags available at a reduced cost for each athlete. The design of the bags is such that they can be used for multiple seasons. Special bags are available for goaltenders. Each Athlete that earns a spot on a Club Team for the first time is expected to purchase a Club Equipment Bag.

All Athletes are expected to use their equipment bag for all games and practices.



It is the responsibility of the Equipment Manager to arrange for the purchase of Equipment Bags on behalf of the Club.

1005. **Club Pants**

The Club makes Club Pants available at a reduced cost for each athlete. The design of the pants is such that they can be used for multiple seasons. Each Athlete that earns a spot on a Club Team for the first time is expected to purchase Club Pants.

*All Athletes are expected to wear their pants for all games, **but not for practices.***

It is the responsibility of the Equipment Manager to arrange for the purchase of Club Pants on behalf of the Club.

1006. **Black Helmets**

The Club colors are Black and Gold, so it only makes sense that black helmets are the standard. Each Athlete that earns a spot on a Club Team for the first time is expected to have a black helmet. For safety reasons, helmets must fit the individual Athlete properly. This coupled with the fact there are many different brands of helmets, makes it impractical for the Club to provide cost reductions.

1007. **Name Bars**

Each Team is provided with two sets of Jerseys (home and away). It is a Club standard that Name Bars (last name only) be attached to the Jerseys. Each Athlete that earns a spot on a Club Team for the first time is expected to purchase two name bars. The Club arranges for the creation of name bars for all new Athletes (at a volume-reduced price).

It is the responsibility of each to attach name bars to the jerseys at the beginning of each season and to remove the name bars at the end of the season. The name bars are returned to the Athlete so that they can be used in subsequent seasons.

It is the responsibility of Club Spirit Coordinator to arrange for the purchase of Name Bars on behalf of the Club.

1008. **Promotional Items**

As an ongoing effort to promote identity and spirit, the Club has several different items available for purchase by Athletes, parents, fans, etc. The items include, but are necessarily limited to:

- Blankets;
- Scarves;
- Mittens;
- Pins;
- License Plate Frames;
- Etc.

There is no guarantee that the items will be available on demand. The Club orders promotional items from the suppliers when the cost can be justified.

It is the responsibility of the Club Spirit Coordinator to manage an inventory of promotional items.

1009. **Team Pictures**

To achieve the best quality at the best possible price, the Club arranges for Team Pictures for all Teams. The Club Spirit is responsible for arranging the photo shoots. Teams will be informed of the photo dates,



locations, and costs.

Teams do not arrange for Team Pictures but must include the costs in their budget.

1010. **Pre-Regionals Rally**

Near the end of each season, usually the weekend before Regionals, the Club puts on a Rally. The Rally serves as a coming together of all Club teams to build group spirit and enthusiasm. Each member of each team is expected to attend the Rally.

Planning for the Rally usually begins in the fall and is led by the Events Coordinator (see also ???).

1011. **Newspaper Articles**

A key activity in promoting the Club and its success is the placement of articles in the newspapers of the representative communities throughout the Zone. The Club Spirit Coordinator is responsible for creating and submitting such articles.?).

1012. **Trophies and Banners**

As Club Teams achieve success, they are rewarded with medals, trophies, banners, etc. The Club demonstrates its pride in its athletes by displaying what the athletes have earned. The Club has installed a Trophy Case at the Club's home area - River Cree. Also, the facility operator has given the Club permission to hang banners and pictures to showcase the success of the Club and its athletes. The Club also recommends that partner Community Associations that have Athletes on Club Teams display banners and trophies as applicable.

1013. **Goodwill**

The Executive may, on occasion, choose to show its goodwill (e.g., sending flowers to an Athlete that is in the hospital). Each case is dealt with separately.



11 - FUNDRAISING

General One of the Club's principles is to make Ringette be as affordable as possible. To this end, the Club strives to pursue simple and effective methods of generating revenue. Some initiatives have proven success, while others require more effort and creativity.

Fundraising can take the form of direct provision of funds, while others require involvement of the membership to participate in activities that individually or collectively provide revenue. The key to success is commitment to implement effective programs that maximize return.

Unless otherwise specified, the Fundraising Coordinator is responsible for managing fundraising activities.

1101. **Ringette Alberta Calendars**

It is a Ringette Alberta rule that each AA team sell a (Ringette Alberta) prescribed number of Ringette Alberta calendars. The markup on the calendars provides a good return, typically around 66%.

1102. **Sobey's / Safeway Coupons**

1103. **Husky Fuel Cards**

The Club has arranged with Husky for fuel cards whereby 2% of the fuel purchased will be given back to the Club. Each card is numbered, so the Club will be able to issue Club vouchers to each Member based on the amount they use. Furthermore, additional cards may be given out to family and friends, adding to the amount returned to the Member.

1104. **Promotional Items**

1105. **Tournaments and Championships**

1106. **RAB Cup**

1107. **Hosted Events**

Coaching and Other Clinics
Camps

1108. **Gaming**

1109. **Sponsorship**



1110. Grants



12 - PARTNER SUPPORT

General

RAB Cup

Open AA

U19

Community Assocs (what did we do for FSK, SPK?)

Competitor AA Assocs/Clubs

U of A

Selling/Trading Ice

1201. xxx



13 – FINANCIAL MANAGEMENT

General The management of Club Finances is the responsibility of the Treasurer.

??????

1301. **Club Bank Account**

???

1302. **Distribution of Gaming Proceeds**

Proceeds from Casinos are designated to assist in paying for major expenses, particularly the purchase of ice. Any surplus proceeds are to be used to the general advantage of the Club. From time to time, the Executive may adjust the manner and amount of distribution of gaming proceeds. All proceeds are to be distributed and used in a manner consistent with the rules and regulations of the Alberta Gaming and Liquor Commission. In no case shall a member receive a cash benefit from participation in the Gaming Program.

1303. **Annual Audit**

??? In-house rather than pay
??? responsibility of treasurer
??? done by

1304. **Budget**

??? When
??? Reports; how often

1305. **Honorariums**

??? for what
??? form = voucher
??? how is amount determined



14 – OPERATIONAL RESPONSIBILITIES

General The Officers of the Club (see Bylaw 29??) have fundamental responsibilities with respect to the governance of the Club and conformance to the requirements of the Societies Act (see Bylaws 34 to 41??). In addition to the governance requirements specific roles must be fulfilled to ensure the effective and efficient operation of the Club (see 105). The collective of Members managing the operation of the Club are referred to as the **Operations Group**.

It is expected that each Member of the Operations Group is willing to fulfill their commitment to the best of their ability. While there are specific duties (described in this section), there are several tasks applicable to all members of the Operations Group. This includes, but is not necessarily limited to:

- Attend Club meetings;
- Always portray the Club in a positive nature;
- Respond to, or ensure that responses are given to, inquiries made about any aspect of the Club;
- Contribute to the growth, improvement, and refinement of the Club and its operation;
- Represent the Club at Ringette Alberta Meetings as appropriate;
- Etc.

Furthermore, it is expected that all members of the Operations Group:

- Have regular access to electronic mail;
- Have (high-speed) access to the internet (and therefore Club website);

1401. President

To perform efficiently and effectively, the President must have:

- Excellent communication and negotiation skills
- ??? experience on executive
- ??? understanding of ringette ??

In addition to the duties outlined in the Bylaws and the general responsibilities identified at the beginning of this section, the President has specific responsibilities for the operation of the Club. This includes, but is not necessarily limited to:

- Ensure that there are sufficient meetings (and notice thereof) to ensure smooth operation of the Club
- Ensure all members of the Operations Group fulfill their obligations;
- Provide leadership and focus for all aspects of Club operation;
- Ensure that succession plans exist for all elected or appointed positions for year-to-year continuity;
- Ensure that all actions with Key Dates (see ???) are completed;
- Ensure access to the Corporate Registries system (see 101?) is available;
- Participate in the Executive Approval process as described (see 106);
- Participate in the coach selection process (see 803);
- Etc.

1402. Vice President

To perform efficiently and effectively, the Vice President must have:

- Excellent communication and negotiation skills;



In addition to the duties outlined in the Bylaws and the general responsibilities identified at the beginning of this section, the Vice President has specific responsibilities for the operation of the Club. This includes, but is not necessarily limited to:

- Assist President in execution of Club business;
- Fulfill duties of the President in his/her absence;
- Ensure access to the Corporate Registries system (see 101?) is available;
- Participate in the Executive Approval process as described (see 106);
- Participate in the Team Issues process as described (see 707?);
- Participate in the Team Budget as described (see 711?);
- Accept Head Coaching Applications (see 801);
- Participate in the coach selection process (see 803);
- Etc.

1403. **Secretary**

To perform efficiently and effectively, the Secretary must have:

- ??? skills - e.g. interpretive (to be able to record minutes)
- High proficiency with and access to or ownership of Microsoft Word™

In addition to the duties outlined in the Bylaws and the general responsibilities identified at the beginning of this section, the Secretary has specific responsibilities for the operation of the Club. This includes, but is not necessarily limited to:

- Assist in maintaining communications between the executive, coaches, teams and parents;
- Prepare meeting agendas
- Report on Club correspondence
- Ensure that meeting minutes are posted on the Club website;
- Maintain a **List of Motions** arising from meetings and post (or have posted) on the Club website;
- Ensure the Operations Manual is up to date prior to the Annual General Meeting;
- File the Club's Annual Return with Corporate Registries;
- Ensure access to the Corporate Registries system (see 101?) is available;
- Participate in the Executive Approval process as described (see 106);
- Obtain, as required, Certificates of Insurance from Ringette Alberta (see 511);
- Etc.

1404. **Treasurer**

To perform efficiently and effectively, the Treasurer must have:

- Good understanding of basic accounting principles
- High proficiency with and access to or ownership of Simply Accounting™

In addition to the duties outlined in the Bylaws and the general responsibilities identified at the beginning of this section, the Treasurer has specific responsibilities for the operation of the Club. This includes, but is not necessarily limited to:

- Monitor account balances to ensure the Club does not incur unnecessary expenses;
- Attend or send a representative to all Gaming events to collect deposit, pay expenses and collect documentation;
- Prepare a forecast at mid-year for the executive, to project if there will be a deficit or surplus at year-end
- Prepare a budget prior to tryouts so that coaches can present proper information to prospective



Athletes;

- Arrange for and ensure that an Annual Audit of the Club's books is carried out, properly documented, and reported to the Alberta Gaming and Liquor Commission;
- Ensure that Membership Fees are collected at the Membership Meeting (see 6??);
- Issue applicable refunds upon withdrawal or membership cancellation (see 606, 607, 609, and 610);
- Participate in the review of Team Budgets (see 711);
- Etc.

1405. Ice Allocator

The Ice Allocator role is critical to the operation of the Club. It is a year-round responsibility, not so much from the viewpoint of allocating ice to Teams, but due to when ice contracts and arrangements with providers must be established.

To perform efficiently and effectively, the Ice Allocator must have:

- Excellent organization skills;
- Good understanding of various data types, storage techniques, and transformation processes;
- High proficiency with and access to or ownership of Microsoft Excel™;

The Ice Allocator has responsibilities that include, but are not necessarily limited to:

- Establishing and maintaining a list of contacts with Ice Allocators from partner Community Associations, contacts with municipalities that sell ice, the Black Gold League Scheduler, and any other entity from which the Club could buy or trade ice;
- Establish contracts or arrangements for ice for:
 - Tryouts;
 - Practice and Game ice for the season (September to February);
 - The annual Club Tournament;
 - Practice and Game ice for Teams advancing to Canadian or Western Canadian Championships;
 - Summer Camps;
 - Hosting RAB Cup events;
- Ensuring that the Club Treasurer has copies of all official ice contracts and can determine the cost of each ice slot;
- Maintaining a Master Spreadsheet of all contracted or arranged ice;
- Allocating ice equitably amongst all Club Teams;
- Buying, selling, or trading ice with other entities throughout the season (September to February) to meet changing needs of Club Teams or to ensure that all prearranged ice does not go unused;
- Etc.

The Ice Allocator Guide (available on the website) describes how to carry out the responsibilities.

1406. Technical Director

The Technical Director is responsible for the guiding the development of both Team Staff and Athletes, as well as overseeing the technical aspects of Club operation. A key objective of the Club is to provide programs for the development of both Athletes and Team Staff, activities that require planning and preparation well in advance of such programs. The Technical Director role is a year-round responsibility.

To perform efficiently and effectively, the Technical Director must have:

- Prior coaching experience at the AA level
- ???



The Technical Director has responsibilities that include, but are not necessarily limited to:

- Serve as a mentor for other coaches, including assisting new coaches with development of seasonal plans, etc.;
- Organize coaching clinics as required;
- Organize power skating, goaltending clinics or such other clinics, as required and as approved by the Club;
- Establish programs as appropriate for the off-season;
- Establish appropriate an appropriate dryland program for the Teams during the season;
- Analyze demographics of potential Athletes in the Zone to be able to provide input into Club process for determining the number of Teams for the following season (see 5xx);
- Ensure that all requirements for Championships and Club prescribed Tournaments are met (see 5xx);
- Ensure the requirements of the Club's Team Staff Screening process are met (see 8xx);
- Ensure the Coach evaluation process is completed in a timely manner (see 8xx);
- Ensure the Tryout process is carried out correctly (see 9xx);
- Ensure requests to "Play Up" are managed appropriately (see 9xx);
- Etc.

The Technical Director Guide (available on the website) describes how to carry out the responsibilities.

1407. **Registrar**

The Registrar is responsible for ensuring that all Club Athletes and Team Staff are appropriately registered with the Club and Ringette Alberta.

To perform efficiently and effectively, the Registrar must have:

- Access to or ownership of Microsoft Excel;
- ???

The Registrar has responsibilities that include, but are not necessarily limited to:

- Collect Athlete registration forms and fees at the Registration Meeting (see 603 and 604);
- Complete and submit all Team registration information required by Ringette Alberta;
- Provide or ensure Teams have access to official Ringette Alberta Team Registration Forms;
- Maintain a List of Releases (see 9xx);
- Provide registration statistics to the Operations Group or any other entity requiring such information;
- Etc.

The Registrar Guide (available on the website) describes how to carry out the responsibilities.

1408. **Equipment Manager**

The Equipment Manager is responsible for looking after the Club's equipment assets. The list includes, but is not necessarily limited to:

- Storage Facilities;
- Jerseys;
- Shot Clocks;
- Rings;
- First Aid Kits;
- Pinnies;
- Equipment Bags;



- Promotional Items;
- Etc.

To perform efficiently and effectively, the Equipment Manager must have:

- ???

The Equipment Manager has responsibilities that include, but are not necessarily limited to:

- Manage the Club's inventory of jerseys, equipment, etc.;
- Distribute jerseys, equipment, etc. to teams at the beginning of the season;
- Arrange for the purchase of jerseys, equipment, etc. as required;
- Arrange for repair of damaged equipment;
- Manage the Club's storage facility;
- Ensure all assets distributed to Teams are returned at the end of the season;
- Ensure there is an appropriate inventory of Club Jackets (see 1003?);
- Ensure there is an appropriate inventory of Equipment Bags (see 1004?);
- Ensure there is an appropriate inventory of Club Pants (see 1005?);
- Etc.

The Equipment Manager Guide (available on the website) describes how to carry out the responsibilities.

1409. Travel Coordinator

The Travel Coordinator is responsible for making all travel and accommodation arrangement for Teams attending out-of-town Tournaments or Championships.

To perform efficiently and effectively, the Travel Coordinator must have:

- ???

The Travel Coordinator has responsibilities that include, but are not necessarily limited to:

- Liaise with Teams regarding travel and accommodation requirements for out-of-town Championships or Club prescribed Tournaments;
- Liaise with companies regarding bussing or other alternative forms of transportation;
- Liaise with hotels regarding accommodations, meeting rooms and other club or team requirements
- Secure travel and accommodation for Teams for out-of-town Championships or Club prescribed Tournaments;
- Assist Teams in identifying travel and accommodation costs for their Team Budget (see 7xx);
- Etc.

The Travel Coordinator Guide (available on the website) describes how to carry out the responsibilities.

1410. Gaming Coordinator

The Gaming Coordinator is responsible for the managing processes that fall within the governance scope of the Alberta Gaming and Liquor Commission. This includes, but is not necessarily limited to:

- The Club's participation in gaming events such as casinos, bingos, etc;
- Events the Club may hold that require licensing by the Alberta Gaming and Liquor Commission;
- Etc.

To perform efficiently and effectively, the Gaming Coordinator must have:



- Access to or own a computer with internet access to be able access the Corporate Registries registration system;
- ???

The *Gaming Coordinator* has responsibilities that include, but are not necessarily limited to:

- Filing required documentation, etc. regarding the Club's operation to the Alberta Gaming and Liquor Commission;
- Manage the processes that enable the Club to participate in gaming activities;
- Recruiting and ensuring members are properly trained to work at gaming activities;
- Manage the processes that enable the Club to hold events requiring licensing by the Alberta Gaming and Liquor Commission;
- Attending meetings, etc. hosted or recommended by the Alberta Gaming & Liquor Commission or other Gaming Agency regarding participating or hosting licensed events;
- Providing information, reports and recommendations to the Executive as requested;
- Researching grant opportunities (cooperatively with the Fundraising Coordinator);
- Any other activities to ensure a successful Gaming Program;
- Etc.

The *Gaming Coordinator Guide* (available on the website) describes how to carry out the responsibilities.

1411. Fundraising Coordinator

The Fundraising Coordinator is responsible for Club fundraising ventures.

To perform efficiently and effectively, the Fundraising Coordinator must have:

- ???

The Fundraising Coordinator has responsibilities that include, but are not necessarily limited to:

- Working with the Events and Club Spirit Coordinators to enhance Club exposure;
- Managing all aspects of any fundraising program (e.g., Calendars) prescribed by Ringette Alberta;
- Coordinate the grocery gift certificate fundraising program;
- Investigate and recommend alternatives for Club or Team fundraising;
- Researching grant opportunities (cooperatively with the Gaming Coordinator);
- Pursue corporate sponsorship opportunities;
- Etc.

The *Fundraising Coordinator Guide* (available on the website) describes how to carry out the responsibilities.

1412. Tournament and Championships Coordinator

The Club hosts a tournament each year and periodically (usually every third year) Provincial Championships. These events are important to the Club both in terms of exposure and revenue potential. The Tournament and Championships Coordinator takes the lead in making these events be successful.

To perform efficiently and effectively, the Tournament and Championships Coordinator must have:

- ???

The Tournament and Championships Coordinator has responsibilities that include, but are not necessarily limited to:



- Establishing repeatable processes for the running of the Tournament and Provincials;
- Recruiting volunteers from the membership to fulfill the roles required to run the events;
- Liaising with the Operations Group to secure the resources required to run the events;
- Liaising with Ringette Alberta as required;
- Liaising with the referee association as required;
- Overseeing the events during their execution;
- Etc.

The Tournament and Championships Coordinator Guide (available on the website) describes how to carry out the responsibilities.

1413. **Events Coordinator**

Various types of events contribute to the spirit, unity, and exposure of the Club. Examples include, but are not necessarily limited to:

- Tournaments;
- Championships;
- Per-Provincials Rally;
- Etc.

The focus of the Events Coordinator is to ensure that the volunteers, participants, and visitors have a memorable experience.

To perform efficiently and effectively, the Events Coordinator must have:

- ???

The Events Coordinator has responsibilities that include, but are not necessarily limited to:

- Working with the Fundraising and Club Spirit Coordinators to enhance Club exposure;
- Working with service or product providers (e.g., caterers, etc.);
- Recruiting volunteers;
- Etc.

The Events Coordinator Guide (available on the website) describes how to carry out the responsibilities.

1414. **Club Spirit Coordinator**

Enthusiasm within the membership contributes significantly to Club unity. While much of this happens naturally, having a leader adds focus and momentum. In addition to established processes, the Club Spirit Coordinator brings the creativity and passion to promote the Club both internally and externally.

To perform efficiently and effectively, the Club Spirit Coordinator must have:

- ???

The Club Spirit Coordinator has responsibilities that include, but are not necessarily limited to:

- Working with the Events and Fundraising Coordinators to enhance Club exposure;
- ??? something about working with teams and their fans/supporters ???;
- Purchasing name bars for jerseys as required (see 1007?);
- Manage the Club's inventory of promotional items (see 1008?);



- Arranging for Team Pictures for Club Teams (see 1009?);
- Writing articles for newspapers in representative communities (see 1011?);
- Etc.

The Club Spirit Coordinator Guide (available on the website) describes how to carry out the responsibilities.



APPENDIX A - KEY DATES

Feb 15	Off-Season Program	Technical Director
Feb 28	Private Ice Contracts (if applicable) for: <ul style="list-style-type: none"> • RAB Cup Events (if applicable); • Summer Camp; • Tryouts; 	Ice Allocator
Jul 15	Private Ice Contracts (if applicable) for: <ul style="list-style-type: none"> • Following Season; • Following Season Club Tournament 	Ice Allocator
Jul 15	If applicable, arrangements with partner Community Associations for Tryout ice;	Ice Allocator
Mar 31	Tryout Ice acquired	Ice Allocator
Apr xx	Planned Teams per Division	
Apr xx	Coaching Applications	Vice President
May xx	Coach Selections	Vice President
Jun xx	Tryout Invitations	
Aug 31	Finalized Base Ice Requirements for the season (September to February) including both additional private contracts and arrangements with partner Community Associations	Ice Allocator
Aug 31	Inform Ringette Alberta of out-of-province tournaments	Technical Director
Sep xx	Teams Formed	
Sep xx	Teams allocated ice for September	Ice Allocator
Sep xx	Teams allocated ice in correlation with the first session of the Black Gold League	Ice Allocator
Sep xx	Annual General Meeting	President
Oct xx	Teams Registered with RAB	Registrar
Nov xx	Teams allocated ice in correlation with the second session of the Black Gold League	Ice Allocator
???	File Annual Return	Secretary
Sep xx	Completion of registration of all Teams with Ringette Alberta	Registrar