

SPORT ADMINISTRATION: ADMINISTRATION

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1.0 INTRODUCTION

1.1 DESCRIPTION The Ontario Ringette Association (O.R.A.) is an incorporated organization under The Corporations Act, R.S.O. 1980 C.95 (hereinafter called the Act) and amendments thereto.

By Letters Patent, or a charter, the O.R.A. is given authority to govern the sport of Ringette™ within the Province of Ontario. A copy of the Letters Patent as issued to incorporate the company is included herein.

The objects for which the O.R.A. is granted Letters Patent are also set out on the third page of the Letters Patent.

The O.R.A. is a non-share Corporation in that it has members, not shareholders. It should be noted on the cover page of the Letters Patent, the special provisions that apply to such a Corporation.

A non-share Corporation has members instead of shareholders. Association/club must apply to become a member. By applying they agree to follow the By-Laws and regulations of the Corporation, or O.R.A. If O.R.A. accepts the dues and/or fees of the applicant and accepts the applicant as a member, this completes a contract with the member by agreeing to follow its own By-Laws and regulations.

The O.R.A., is governed by the Act. The Corporation, in addition to having to follow its own By-Laws and regulations, must follow the Act, being a statute of the Legislature.

The Act governs the Corporation, its Board of Directors, and its members; as does the By-Laws. At a Board of Directors' Meeting, various committees or members present business to the Board. When the Board acts, it does so by proposing a motion or resolution. Once the resolution is approved, it is then a rule or Regulation of the Corporation.

The Operating Manual is a reference for any member to fully understand the parameters under which each member and participant is working or acting within the Corporation. If everyone knows the rules, then the sport is more enjoyable.

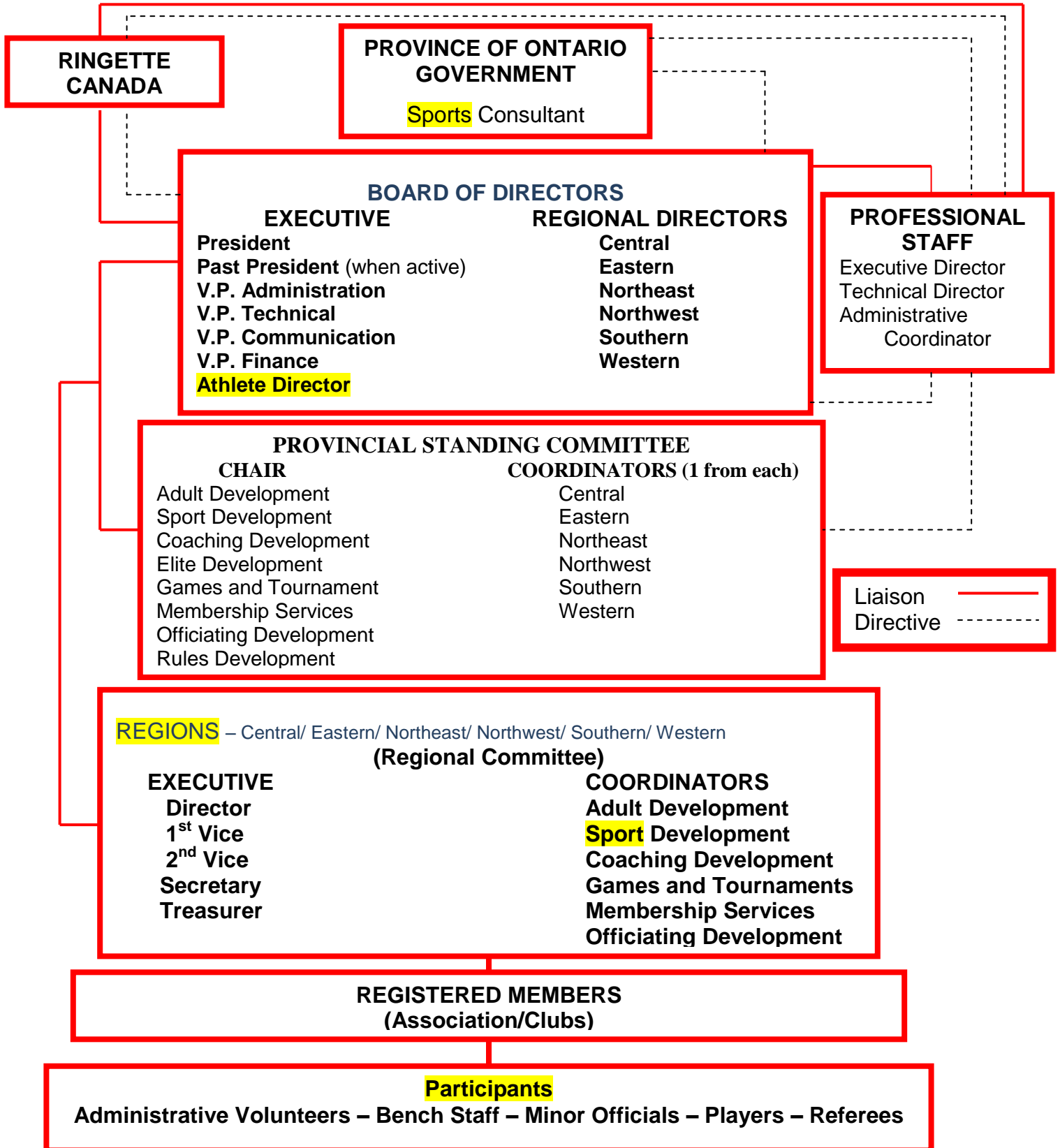
The sport of Ringette™, through its bylaws, is organized and administered by a Management Team of Volunteers and Professional Staff. The Management Team is updated yearly as position terms are completed and positions are filled with new Volunteers.

2.0 MANAGEMENT TEAM

The management team is made up of:

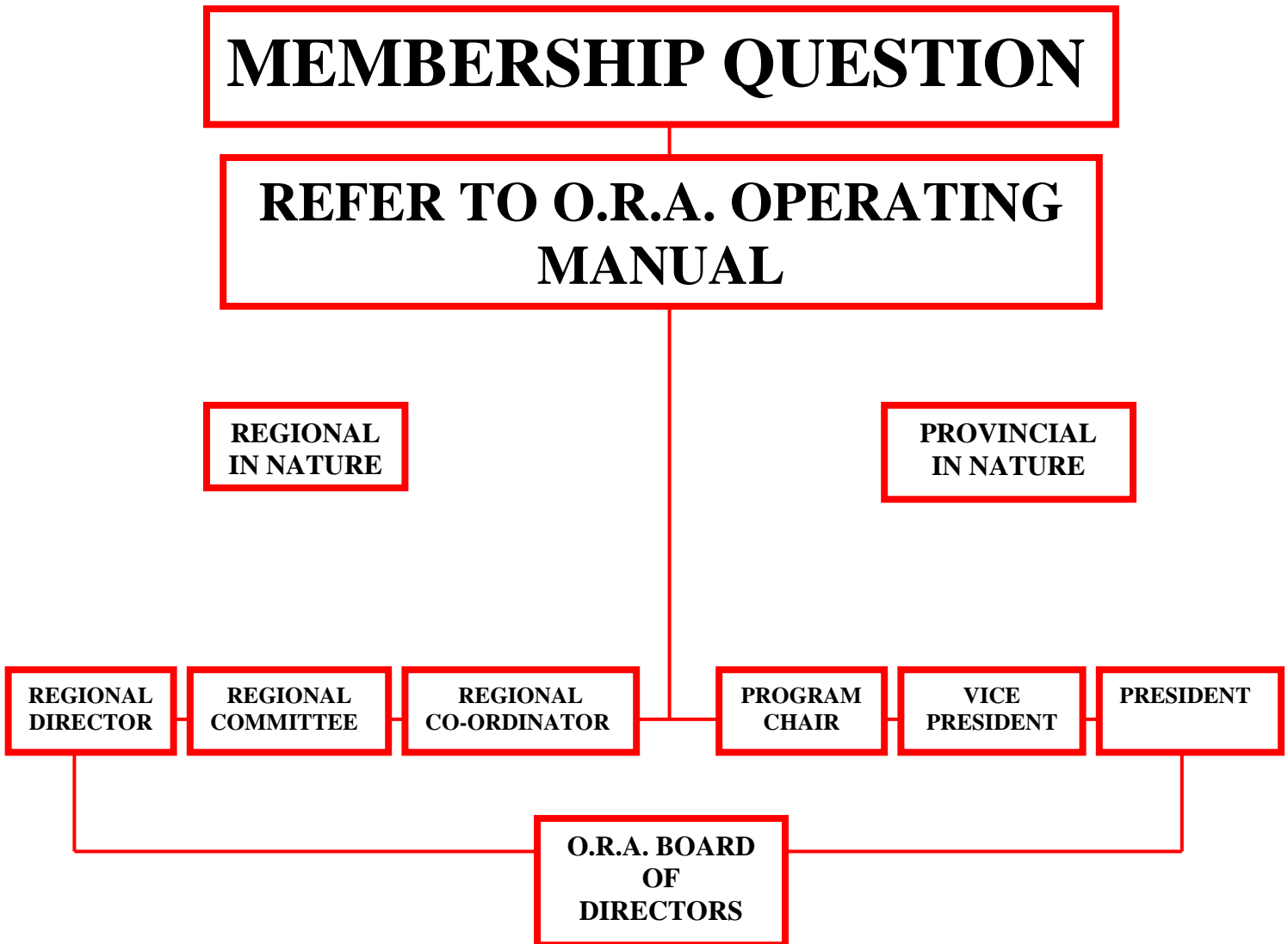
- Executive Committees, Directors-at-Large elected at the annual general meeting
- Regional Directors elected by each region at their annual general meeting.
- **Athlete Director** elected at the annual general meeting.
- Program chairs appointed by the board of directors.
- Standing Committees Representatives appointed by the regions to each committee
- Professional Staff.

3.0 ONTARIO RINGETTE ORGANIZATIONAL CHART



4.0 COMMUNICATION

- 4.1 A successful organization will utilize a specific communication system that follows stipulated communication lines, communication vehicles and an accurate method of information distribution.



When communication is initiated by the membership, first, determine whether your question is Provincial or Regional in nature. In most cases you can acquire an answer by looking it up in the appropriate program section of the Operating Manual. If, however, you do not find your answer, contact your Regional Coordinator responsible for the particular program your question relates to. From this point your question will follow either the Provincial or Regional communication line until an answer is established. The end result could go as far as being addressed at the Provincial Board level where all final decisions are made.

The Business office can be contacted when you are unsure of whom to contact and/or you have questions specifically relating to your association. Questions received by the office that require either an interpretation or decision at the Regional or Provincial program level will be re-directed by the staff to the appropriate volunteer for a response.

4.2 COMMUNICATION VEHICLES:

4.2.1 Operating Manual:

The manual details the operations of the Ontario Ringette Association to include: Letters Patent, By-Laws, Program Regulations and the planning process used to chart yearly activities according to Ministry guidelines. All portions of the manual are reviewed annually and revised accordingly.

The manual can be accessed and printed from the website (www.ontario-ringette.com). It is strongly recommended that each program discipline be distributed to their respective local volunteer(s) responsible for that program and/or activity.

4.2.2 Communication Distribution

The communication vehicles are distributed through a specific mailing, or posting on the O.R.A. Website, i.e., coaching, officiating, member, etc. Information is developed by Volunteer Committees and submitted to the business office for reproduction and distribution. The office is basically responsible for producing a quality product from the information submitted. Preparation of mailing contacts, printing and collating the information, packaging the information and distributing the information in the most economical method defines the office reproduction process.

It is extremely important that your association update the mailing contacts on a regular basis. Incorrect contacts could result in a complete shutdown of the communication flow to your association, which can cause a multitude of unnecessary complications.

5.0 TRADEMARK

5.1 Registration: “Ringette” is a registered trademark of the O.R.A. with Consumer and Corporate Affairs as per Application No.366, 730, Filing Date: July 30, 1973; and Registration No.231, 955 Registration Date: February 23, 1979.

5.2 Governing:

5.2.1 The O.R.A. grants Ringette Canada free and unlimited use of the word Ringette™.

5.2.2 The O.R.A. shall police the trademarks owned with regard to their use subject to the discretion of the Board of Directors.

5.3 Colours: The official colours of Ontario Ringette are red (pantone #185) and white.

5.4 Logo:

5.4.1 The Ontario Ringette logo consists of the emblem, which is the bowtie with a ring incorporated in the design, and the logotype for the wording. The only acceptable colour combinations for the reproduction of this logo are:

- Red for both the emblem and the logotype
- Black for both the emblem and the logotype
- White for both the emblem and logotype (negative or inverse pattern) when used on clothing.

5.4.2 There shall be no reproduction or use of the logo without expressed written permission.

Requests to use the Ontario Ringette logo must be submitted, in writing, to the Ontario Ringette office at least thirty (30) days prior to the expected use or reproduction of the logo. This submission must include a sample and/or explanation of the proposed use of the logo.

Written permission, which will be provided within seven (7) business days of receipt of the request, must be received before use of the logo can proceed.

5.4.3 Permission to use the logo shall not be unduly withheld. Should an organization be refused this permission, they can appeal the decision in accordance with the policy found in the Operating Manual – Sports Administration – Policy 16.0 Administrative Review Policy.

Any use of the logo shall be consistent with the philosophy, aims and objectives of our organizations as stated in the Ontario Ringette By-Law and Policy Manual.

6.0 HEAD OFFICE

- 6.1** The office. is located at 3 Concorde Gate, (Ringette™, Suite 207) Toronto, Ontario, M3C 3N7. Telephone (416) 426-7204. Fax (416) 426-7359, and shall be known as the official address of the sport governing body.
- 6.2** Office hours are from 8:00a.m. to 4:00p.m., unless otherwise notified, (i.e. summer hours).
- 6.3** The Ontario Ringette Association shall employ Professional Staff and may, from time to time, employ contract and/or part time staff to assist with the day to day operations. On a day to day basis they carry out the administration of the Association.
- 6.4** The Staff is governed by stipulations in their respective contracts.
- 6.5** The Staff is governed by the Board of Directors.
- 6.6** Should any Management Team Volunteer require work to be done by the staff, he/she must go through the appropriate channels. All work is to be routed through the Executive Director. Should a Management Team Volunteer have a complaint regarding a staff member, other than the Executive Director, they are to speak with the Executive Director, or President, when the complaint involves the Executive Director.
- 6.7** All programs and activities of the organization are supervised, administratively, by the professional staff. It is the staff's mandate to research information and develop "options" for the various Committees. It is at the Committee level decisions are made. Staff is responsible for office procedural decisions only. In other words, it is their duty to decide on the most efficient and effective method to administer Program and Board decisions. Staff are instructed to redirect interpretations to the appropriate Management Team Volunteer.

7.0 ADMINISTRATIVE PROCEDURES

7.1 Correspondence NOTE:

Correspondence is all that is pertinent to a decision or direction being given/obtained or general information that may directly/indirectly impact the sport of Ringette and its members. General inquiries, advertising and “For Your Information” notices are not included in this definition.

- 7.4.1** Correspondence that is addressed to, or pertains to, a specific Director or Committee Chair, shall be acknowledged upon its receipt and re-directed to the appropriate person for reply. The writer shall be advised in the acknowledgement letter of the course of action to be taken on his correspondence.
- 7.4.2** Confidential material shall be filed by the Executive Director in a separate log.
- 7.4.3** Faxes/ e-mails/ online forms including date, name of sender and number of pages, will be accepted by the O.R.A. as legal documents without follow up of hard copy. The sender is responsible for proof of confirmation.
- 7.4.4** Faxes/ e-mails/ online forms will be accepted up to midnight of the deadline date.
- 7.4.5** The President shall receive a copy of all incoming and outgoing correspondence

8.0 BUSINESS PROCEDURES

8.1 The Business Procedures are the internal operating guidelines for the Board of Directors, Committee Chairs and Staff to employ in implementing the O.R.A. policies and programs. In reference to constitution and budget, revisions to the procedures may be made by obtaining the approval of the Board of Directors.

8.2 EXPENSES Allowable personal expenses of volunteers working on behalf of the ORA are to be submitted on the expense claim.

A separate Expense Form is to be completed separately for each meeting, clinic, activity or administrative cost incurred. Expense Forms are authorized by the appropriate volunteer and sent to the office. No Expense Claims can be self-authorized. i.e.:

Program Chair → Vice-President authorizes expense

8.2.1 All expenses must be submitted within thirty (30) days of incurring them, or they will not be eligible for reimbursement. (Exception: telephone bill may be submitted within sixty (60) days of the actual billing date).

8.2.2 Payment of Expenses

Payment of expenses is done fifteen (15) days after O.R.A. approval of the expense. Where a receipt is necessary, and not attached, that amount will be deducted from the claim.

- Outstanding account receivable with O.R.A. will be deducted from claims received by the delinquent person.

8.2.3 Meals

\$10.00 Breakfast – on approved O.R.A. business prior to 8:30 a.m.
 \$15.00 Lunch – on approved O.R.A. business from 11:00 a.m. - 2:00 p.m.
 \$25.00 Dinner – on approved O.R.A. business after 5:30 p.m.

8.2.4 Mileage \$0.40/km on approved O.R.A. business.

8.2.5 Accommodations

- Accommodations shall be booked through the O.R.A. office.
- The office must be contacted at least one (1) month before the scheduled meeting.
- All rooms will be paid for by Ontario Ringette. PLEASE DO NOT PAY FOR YOUR OWN ROOMS.
- All rooms will be double occupancy – two (2) in a room, unless number and/or gender attending indicate a single room. Those people specifically requesting a single shall be responsible for half of room costs.
- Requests for single occupancy based on medical reasons will be considered on an individual basis/ If granted those requesting are not responsible for half of the room costs.
- Any items, such as telephone calls, room service, etc., should be paid for by the individual before checking out of the hotel. If not, expenses will be deducted from the individual's expense claim.
- If you find it necessary to cancel, let the office know seventy-two (72) hours before the meeting. Your Region or you, personally, will be

charged for last minute cancellations.

- To be eligible for accommodations for a day or evening meeting, an individual must travel a minimum of 100km one (1) way (exception two-day meetings). Please note common sense prevails regarding weather conditions.

8.2.6 Airfare

The O.R.A. has a working relationship a sponsor and uses them exclusively/ Contact the O.R.A. office for the contact information, minimum of one (1) month in advance. The individual requesting the flights will make all arrangements once approved. Late bookings that result in higher costs may not be approved. Any adjustments made to booked flights resulting in additional fees are not the responsibility of the ORA.

8.2.7 Communications

Telephone, courier, and postage costs will be paid for preauthorized volunteers. Copies of the phone bill with Ringette™ calls highlighted, name of the person called and program to charge to, must be noted on the bill. These must be submitted with the expense claim, as well as receipt for postage, courier, copying, etc. **Note:** The office staff has access to conference calls 24/7/365 and can set those up for the Standing Committees upon request.

8.3 CONTRACT/ LEGAL DOCUMENTS

All contracts and legal documents shall require the approval of the Board of Directors and be endorsed as outlined in the By-Laws. A copy of such documents shall be filed with the Vice-President Communications/Vice-President Finance, the original being maintained at the O.R.A. office.

8.3.1 Negotiations

Whenever negotiations take place between O.R.A. and an outside party, the Vice-President responsible for the program or appointed alternate, must have a staff member in attendance at such meeting to ensure continuity of information and safeguard the Board of Directors' discussion with such party.

8.4 SUBMISSION OF REPORTS

8.4.1 Regional Level

Regional Directors are responsible for submitting a list of Regional Meeting dates, as well as submitting Regional Meeting Minutes on a timely basis.

- The minutes should be circulated promptly with a copy automatically being sent to the O.R.A. office. Regional Meeting Minutes will be circulated to all Program Chairs, so they may stay in touch with Regional program process. It is also the Regional Directors' responsibility to ensure that their Program Coordinators copy their Regional Reports to their respective Program Chair.

8.4.2 Board Meetings

Executive Members, Staff, Regional Directors, Athlete Representative and Program Chairs must submit a written report for each meeting. In order for reports to be circulated for review, they should be into the office a minimum of one (1) week prior to the meeting. Reports received following the due date will be duplicated and made available at the meeting. The report should outline the progress of the Management Volunteer in his/her activities, Ad Hoc Committees, and any other areas of responsibility. The Management Volunteer may also put forth motions based on input from these areas of responsibility. In addition,

Management Volunteers may propose motions based on the staff report, as they (staff) are ineligible to put forth motions.

8.4.3 Regional Meetings

The Regional Directors' primary method of communication to the Board is through ongoing Regional Committee Meeting Minutes. The minutes should be circulated promptly with a copy automatically being sent to the O.R.A. office. Regional Meeting Minutes will be circulated to all Program Chairs so they may stay in touch with the Regional program process. It is also the Regional Directors' responsibility to ensure that their Program Coordinators copy their Regional Reports to their respective Program Chair.

8.5 FINANCIAL MANAGEMENT

8.5.1 Signing officers be appointed annually comprised of the President, VP Administration, VP Finance and Executive Director.

8.5.2 The following persons in combinations specified have been authorized to:

- Sign cheques, any two (2) signing officers
- Access banking service agreements or any other service request, any one (1) signing officer
- Borrow money on our credit and to grant security, any two (2) signing officers.

8.5.3 Annual Budget Preparation

Annual budget preparation, for the next financial year, begins at the August Standing Committee Meetings. The Program Committees submit their yearly Program Activity Plan with budget requests to the V. P. Finance. A draft budget is circulated to the Finance Committee and Board of Directors for review and input.

- This draft budget forms the basis of the concurrent Ministry Grant Application. The Board of Directors then approves the draft budget. Initial approval is given which authorizes the grant submission to be completed and ready for submission to the Ministry. Grant approval may or may not be issued prior to the O.R.A. Annual General Meeting. The final budget adjustments are made, and the Board-approved budget is circulated to the membership at one (1) week prior to the A.G.M. Should Ministry Grant approval be given prior to the A.G.M., the budget is adjusted accordingly. However, if approval is not received prior to the A.G.M., then adjustments are explained at year-end through notation.

8.5.4 Over-spending

Every effort must be made to plan carefully. Should an activity or program have the potential of over-spending, it must have the approval of the Finance Committee. Where funds have been exhausted, and an activity is still in progress, participants are informed by the V. P. Finance through the Program Vice-President and Program Chair that expenses shall be their responsibility.

8.5.5 Reallocation of Program Committee Funds

When a program chair wishes to spend funds from one expense line in the committees' budget on another item, approval must be obtained from the Program V.P. The Program V.P. takes the request to the chair, finance committee for final approval. Executive Director is notified of the reallocation funds.

9.0 AMENDMENTS

9.1 AMENDMENTS TO THE OBJECTS Amendment to the Objects, is amendment of the Letters Patent and is not only governed by The Corporations Act, and amendments thereto, but requires application to the Minister of Consumer and Commercial Relations for Supplementary Letters Patent. Such application can only be made after the Board of Directors and the members approve any such amendment by special resolution. Special resolution means approval by a two-thirds majority.

9.2 AMENDMENTS TO THE ARTICLES (BYLAWS) The Board of Directors must approve any By-Law amendment by special resolution (two-thirds majority vote) and present such amendment at the next member meeting or the Annual General Meeting (A.G.M.). The members must also approve any amendment of a By-Law by special resolution by a two-thirds majority vote.

9.2.1 The solicitors of the Corporation must be asked for an opinion so that the By-Law amendment is not redundant or contradictory. This step is usually completed after the Board has approved the amendment and before the A.G.M., so that if, and when, the members approve a By-Law amendment, it has force and effect forthwith. If the amendment does not have immediate force and effect, the Board will announce the commencement date of the amendment, which will be after receiving an affirmative legal opinion.

9.2.2 Board of Directors approved amendments to the By-Laws shall be distributed to Registered Members with notice of the A.G.M.

9.3 AMENDMENTS TO REGULATIONS The Board of Directors can amend, by regular or ordinary resolution at any Board meeting, Regulations of the Corporation.

9.3.1 The Operating Manual is a working tool of the Board of Directors and the Members. As such, in addition to the constitution, it includes administrative rules and forms as set by the Board, recommendations of other committees and various other approved procedures which allow the By-Laws and Regulations to be carried out or administered on a day to day basis.

9.3.2 Any Registered Member may submit recommendations for “policy” changes to the Board of Directors provided;
The Board sixty (60) days prior to the meeting of members receives such recommendation in any year. And:

- Amendments so received will be distributed to Registered Members with notice of the A.G.M.

9.3.3 When a situation arises that is not addressed by governing documents: apply the objective mission, values and purpose of the organization. This framework should help provide a guide to determine an appropriate answer.

Moving forward, policies could be amended to cover similar situations in the future.

**9.4 OPERATING
MANUAL
UPDATES**

9.4.1 All updates to the Standing Committees Sections of the Operating Manual and all Membership Notices as requested by the Committees on their motion forms or created by them must be forwarded to the Committee Chair for circulation to the Committee for approval prior to being posted and/or circulated. The Committee Chair is to return the approved updates and notices within five (5) days of receiving them.

9.4.2 Changes to documents that impact the Standing Committees need to be sent to the Committee Chairs for circulation to the Committee twenty-four (24) hours prior to being sent to the membership.

**9.5 AMENDMENTS
TO THE
PROCEDURES**

Amendments to the Procedures, the internal operating guidelines of the O.R.A., shall be in accordance with the By-Laws and Regulations, set down in the Constitution, which are part of the total operating procedure as set out in the O.R.A. Operating Manual.

The Board of Directors may eliminate notice to membership for a minor amendment which does the following:

- 9.5.1 changes the number of sections or the order of sections in the Operating Manual, but does not add or delete sections;
- 9.5.2 consolidates previously approved By-Laws and Regulation amendments into a new document without altering any of the By-Laws and/or Regulations;
- 9.5.3 corrects grammatical or typographical errors, change dates (years/season) and “general house-keeping”, which do not affect the intent of the By-Laws or Regulations.

9.6 RESOLUTIONS

Resolutions emanating from the A.G.M. and receiving an affirmative vote of the majority of members present at an A.G.M. shall be placed on the agenda of the first meeting of the Board of Directors following the A.G.M. to be dealt with by the Board of Directors.

10.0 APPLICATION GUIDELINES FOR HOSTING PROVINCIAL EVENTS, CLINICS, AND ACTIVITIES

Event	Application	Submit To	Minimum	More Info?
Annual General Meeting	September before event Notification of host association	O.R.A. Office	Rotated annually between regions - Southern, Central, Northeast, East, West	O.R.A. Office
Sanction Tournaments	June 30 th	O.R.A. Office	Dependent upon size and length of tournament	Reg. G&T/ADP Co-ord. Or O.R.A. Office
Provincial AA Championships	April – 2 years before event	O.R.A. Office	Refer to Provincial Championship Host guide.	O.R.A. Office or Chair G&T
Provincial A Championships	April – 2 years before event	O.R.A. Office	Refer to Provincial Championship Host guide.	Same as Prov. AA Championships
National Championships	Upon approval of host province, 3 years prior to event	O.R.A. Office	As required by Ringette Canada.	Ringette Canada
World	Upon approval of host country, 3-4 years prior to events	O.R.A. Office	-as required by IRF	O.R.A. Office or Elite Chair
Ontario Winter Games	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Canada Winter Games	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Regional Championships	1 year prior to event	Region	Contact Reg. G&T / ADP Coord.	Regional G&T/ ADP Co-ord.
Event	Application Deadline	Submit To	Minimum Requirements	More Info?
Challenge Cup (minimum 2 per year)	1 year prior to event	O.R.A. Office	-23 hours ice time -can be held in conjunction with sanctioned tournament but not AA/A tournament	O.R.A. Office/Elite Chair
Ontario Cup	1 year prior to event CWG	O.R.A. Office	-23 – 30 hours ice time	Elite/Team Ontario Staff
Coaching Clinics -Community Sport Initiation (CSI) -Introduction to	April – before clinic	Regional Coaching Co-ord.	-classroom with tables/chairs -overhead projector -VHS format VCR and	Regional Coaching Co-ord.

Competition (CI) -Gradation			TV -1 hour ice time -minimum 15 participants -participants need sticks, skates, ring and helmet	
Officiating Clinics (Level 1 and 2/3)	April – before clinic	Regional Officiating Co-ord.	-classroom with tables/chairs -overhead projector -flipchart/ blackboard -1 hour of ice (optional)	
Rules Clinics	October – before clinic	Regional Officiating Co-ord.	-classroom with tables/chairs -overhead projector -flipchart/ blackboard	Regional Officiating Co-ord.
Evaluators Clinic	April – before clinic	Officiating Chair	-sanctioned tournament -meeting room -overhead projector	Officiating Chair
Instructors Clinic	April – before clinic	Officiating Chair	-meeting room -overhead projector	Officiating Chair
Introduction to competition (C-1), C1-1 and C1-2 Evaluations	As per coaching chart	O.R.A. office	As per coaching chart submits a \$75.00 Fee	Regional Coaching Coordinator

11.0 O.R.A. PLANNING CYCLE

11.1 PLANNING Ontario Ringette’s three (3) year planning process incorporates ten (10) primary principles:

- Establishing Existing Plan
- Defining Registration Categories
- Needs Assessment
- Establishing Organization Priorities
- Formulating written Goal Statements
- Developing Objectives
- Detailing the Plan
- Plan Presentation Package for Approval
- Communicating the Plan
- Facilitating the Plan

11.2 ESTABLISHING EXISTING PLAN The Ontario Ringette Board of Directors has approved a ‘running’ three (3) year plan as opposed to a ‘block’ three (3) year plan. This will allow for consistent planning and flexibility of changing needs of the membership. Upon completion of each year a new yearly plan will be added through consultation with both the membership and management.

11.3 REGISTRATION CATEGORIES Present membership categories:

- | | | | |
|--------|-------------------------|---|--------------------------------|
| 11.3.1 | Regions | - | Regions |
| 11.3.2 | Registered Members | - | Local Associations/Clubs |
| 11.3.3 | Registered Participants | - | Players |
| | | - | Coaches/Bench Staff |
| | | - | Officials |
| | | - | Volunteers (Admin.) |
| 11.3.4 | Life Participants | - | Hall of Fame |
| | Honorary Participants | - | Founders |
| 11.3.5 | Management Team | - | Executive Officers |
| | | - | Regional Directors |
| | | - | Program Chair |
| | | - | Program Committee |
| | | - | Professional Staff (Full-time) |

11.4 NEEDS ASSESSMENT A Needs Assessment Questionnaire was developed to obtain pertinent information that would enable the Management Team to obtain a reading on specific technical and administrative needs, members’ opinions on quality of service provided and an opportunity for members to identify in their opinion sport priorities.

11.4.1 This questionnaire is circulated periodically to obtain a comparison reading of membership needs. The results are checked against the yearly plan and analyzed by the Management Team to ensure that the organization is meeting the needs of its membership.

11.5 ESTABLISH PRIORITIES	Six (6) priorities are established through member input forming the basis of the Sport's direction
11.6 FORMULATE WRITTEN GOAL STATEMENTS	Upon confirmation of priorities established by the membership the Board of Directors shall develop written goal statements to indicate purpose and direction for each priority.
11.7 DEVELOP OBTAINABLE OBJECTIVES	The Management Team will develop the additional years' objectives that are productive, give reasonable expectations and are attainable by the organization based on the written goal statements. The active or current year objectives are reviewed and confirmed to ensure that they are in fact reachable and that societal trends have not hindered or altered the plan's feasibility.
11.8 DETAILING THE PLAN	<p>In each year the Management Team will meet to detail a three (3) year plan to include the following:</p> <ul style="list-style-type: none"> • Evaluate the year just completed • Review and confirm the current year, initiating preparation of necessary documents. • Initiate the plan detailing of the next year • Initiate development of the sequential year
11.9 PLAN PRESENTATION PACKAGE FOR APPROVAL	In each preceding year, Program Committees prepare their next year's program in regulation form, based on the task statements submitted to them from the Management Team. Program developments and changes are passed through recommendations to the Board of Directors. Changes, additions and deletions to the Operating Manual, in relation to each program are passed through the By-Law, Regulation Amendment process.
11.10 REVIEWING THE PLAN	The Management Team reviews the plan on a consistent basis through discussion and review of planning documents at all meetings.
11.11 FACILITATING THE PLAN	<p>In order to facilitate the plan a regular cycle of responsibility must be maintained by the membership and management. The recurring 3-year cycle actually includes four (4) years.</p> <ul style="list-style-type: none"> 11.11.1 The year just ended - evaluation. 11.11.2 The current year - orient Management Volunteers and communicate program plans to the membership. 11.11.3 The next year - detail program plans and obtains approval for implementation the following season. 11.11.4 Recurring 3rd year - develop draft program plans based on membership input and management direction (two (2) years prior to actual implementation).
11.12 MONITORING THE PLAN	<p>The Management Team shall maintain program Activity Plans on a yearly basis.</p> <ul style="list-style-type: none"> 11.12.1 Progress: Each Program Committee will be asked to fill in progress

to date with respect to their region only, under each task listed in their Committee Program mandate.

Each Chair will be expected to summarize their Committees submitted progress reports and present a progress report for each Board of Directors meeting.

Progress Reports should indicate success and failure, be short but precise. They should also state obstacles and/or barriers to the success or failure of each task listed in the Committee Program mandate.

11.12.2 Evaluation: Each Program Committee will be expected to fill in an evaluation of each task with respect to their region only.

Each Chair will be expected to summarize their Committees submitted evaluation report and present a final Progress Evaluation in April.

From this information an overview of the year will be compared to the goals and objectives set for the year, and results presented to the members at the A.G.M.

11.12.3 This planning process will be maintained yearly, providing an accurately documented sport for years to come.

These yearly documents:

- will become a valuable resource in the future to assist new Volunteers in their day to day implementation of Ringette™; and
- will assist the Management in exercising responsible management procedures; and
- will assist the general public in understanding the intricacies of Ringette™ in Ontario.

11.12.4 In the overall planning process there are two (2) additional important factors to round out an effective plan. They are:

- One: Financial Management, and effective budgeting to complement the plan. During the development of one (1) year plans, the Finance Committee is reciprocating with developing a working budget. At times available funds will dictate the direction of goals and/or objectives. This can result in modified tasks, or in better economic times, inflated tasks.

The Finance Committee endeavors to research the most economical resources available to allow accurate and effective implementation of O.R.A. programs and activities.

- Two: The Provincial Sport Governing Body's support from the Ministry of Culture, Tourism and Sport. As an amateur sport in Ontario, we are eligible to receive grants, otherwise known as base funding, allocated to specific business operations, programs and activities.

12.0 OPERATIONAL PLAN

GOAL STATEMENT	OBJECTIVES	REVIEW	DEADLINE
Priority One – Public Awareness To increase public knowledge, interest and active participation in the sport			
Priority Two – Financial Development To develop a critical path to increase sport revenue and balance the budget on an annual basis			
Priority Three – Volunteer Development To improve Volunteer Development initiatives and strategies to recruit, retrain and recycle volunteers			

GOAL STATEMENT	OBJECTIVES	REVIEW	DEADLINE
Priority Four – Communication To simplify procedure and communicate regularly to the Membership.			
Priority Five – Community Development To develop the grass-roots level of Ringette™			
Priority Six – Competition Development To develop a Competitive Program for every participant regardless of ability or desire.			

13.0 GLOSSARY OF DEFINITIONS

“Accept”:	To agree with, or to agree that certain facts submitted are accurate. Acceptance of a report does not necessarily mean endorsement of the recommendations.
“Adopt”:	To concur. To adopt a report is to concur with the recommendations included in the report and to agree to implement such recommendations in some form.
“Ad hoc”:	For this purpose.
“Annual General Meeting”:	When used refers only to such meeting of the Corporation, and not to a Region Member meeting. The term A.G.M. is synonymous with the fully written out title.
“Annual Meeting”:	When used refers only to that meeting of the Region and not the Corporation as a whole. The term AM is synonymous with the fully written out title.
“Appoint”:	The act of naming a person to an office, or naming the office.
“By-Law”:	A permanent, continuing rule to be applied to future occasions, in contrast to a resolution. Contained in the Constitution and also referred to as the articles.
“Caucus”:	A meeting of the proper and qualified voters only to choose, elect, or appoint candidates to office.
“Chair Pro Tem”:	Presiding officer for the time being. (a contraction of pro tem-pore).
“Common Law”:	Law based on general custom and court decisions from the applicable jurisdiction.
“Confirm”:	Ratify or sanction.
“Corporation”	Means a Corporation with or without share capital.
“Days”:	Shall mean business days - Monday to Friday - official business office hours from 8:00 a.m. to 4:00 p.m.
“Elect”:	The act of choosing or selecting one or more from a number of persons making a choice by any manifestation of preference.
“Entity”:	Anybody or group recognizable in that there is a common factor among all the members or persons, but not incorporated.
“Ex-officio”:	By virtue of the position they hold, i.e., President is member of Standing Committees, and shall not have any voting rights.
“Mutatis Mutandis”:	Having changed those things which ought to be changed. That is, matters generally the same but allowances necessarily required to make changes for such matters as names, offices, titles, etc.
“Officer”:	Means President, Chair of the Board of Directors, Vice-President Administration and Technical, Vice-President Communications, Vice-President Finance, Manager, Chief Executive, Executive Director, Chairs, or any other person designated an officer by the Corporation.

- “Poll”:** A common law method of voting wherein each voter by his personal act delivers his vote to a Chair.
- “Precedence”:** Designates rank.
- “Precedent”:** Sports organizations are private tribunals which must adhere to their governing documents (policies, procedures, rules, arguments, etc) which form a contract with their participants/members. In order to change the rules, the policies should be amended.
- “Quorum”:** Sports organizations are not subject to precedent and no precedent is set when an exception to existing rules is made.
The minimum number of qualified persons whose presence at a meeting is requisite in order that business may be legally transacted.
- “Regulation”:** A written procedure used to ‘regulate’ the By-Laws of the Corporation.
- “Recess”:** A short interruption of a meeting.
- “Resolution”:** A Corporate resolve being a motion which has been passed by the meeting with the necessary majority, and applying to a single act of the Corporation, or a series of ongoing single acts.
- “Scrutineer”:** A clerk or teller appointed by the Chair of the meeting, or a named Chair, to assist the chair in counting the attendance, collecting, examining, or tabulating ballots.
- “Special Resolution”:** A resolution requiring more than a simple majority. In Ontario, the term denotes a required majority of two-thirds.
- “Verify”:** To authenticate as true or correct; when used in Corporate law it is synonymous with “certified” if the officer or person making the statement is the Vice-President Communications or Vice-President Finance of the entity or Corporation.