



Alberta Racquetball Association

OPERATIONS & PROCEDURES MANUAL

Manual Established: November 2, 2017

Manual Last Revised: November 2, 2017

Objectives

The purpose of this manual is to outline protocols and guidelines which the Association will follow in its operation. It will serve as a resource for onboarding staff and new board members to familiarize them with the running of the Association.

Definitions

The definitions outlined in the ARA Constitution and Bylaws apply to this document as well. In addition, the following terms are defined as follows:

Staff: The Executive Director, Executive Assistant, or anyone else that is hired by the Association to perform administrative duties on behalf of the Association.

Board-appointed position: A position that is created by the Board to perform a specific task for the Board, including the Provincial Head Coach, Provincial Head Referee, and High Performance Team Leader.

Executive Director: An individual hired by the Board to perform the day-to-day operational tasks of the Association.

Operational Spending: Expenses that are necessary for the operational functioning of the Association, including office supplies, stationary, postage, and services such as rental of a post office box, internet, and telephone.

Association Spending: Expenses that are necessary to carry out the projects and strategic goals of the Association, as determined and preapproved by the Board.

Provincial Coach: An individual who trains athletes in the sport of Racquetball. Coaches must have a minimum 2 years experience coaching, as well as their Competition-Introduction level Coaching Certification from the National Coaching Certification Program (NCCP).

Member in good standing: a person who is a member of the Association who is not in arrears with regard to fees or whose membership has not been cancelled.

ARA or the Association: An abbreviation or short form for the Alberta Racquetball Association.

CRA or Racquetball Canada: An abbreviation or short form for the Canadian Racquetball Association.

AGLC: An abbreviation for the Alberta Gaming and Liquor Commission.

ASC: An abbreviation for Alberta Sport Connection.

Rules & Regulations

The Association may make such rules and regulations as may be deemed necessary to promote, develop, and govern the sport of racquetball in Alberta. The Association may impose such regulatory measures, as it deems necessary for the efficient administration of the competitive structure of the sport within its jurisdiction.

Policies & Procedures

The Association may make such policies and procedures as may be deemed necessary to promote, develop, and govern the sport of racquetball in Alberta. The Association may impose such policies and procedures as it deems necessary for the efficient administration of the competitive structure of the sport within its jurisdiction.

GOVERNANCE

Authority & Responsibility

The Board of Directors is the legal authority for the Alberta Racquetball Association. As a member of the Board, a Director acts in a position of trust for the community. Their primary responsibilities are to strategically direct and lead the Association.

The following are some of the governance duties of the Board of Directors:

- Commitment to vision, mission, and values and guided by strategic plan.
- Ensure that the ARA has capable management and that there are clear goals between the Board and any staff or Board-appointed positions.
- Ensure that the ARA has proper financial monitoring and recording functions in place and that there is an arms-length financial review through an audit or equivalent.
- Ensure that the needs of the association's membership are met.
- Ensure that the association is managed in a transparent and open manner and is accountable to its members.

Requirements

Requirements of Board membership include:

- Commitment to the work of the organization.
- Knowledge and skills in one or more areas of Board governance; policy, finance, programs, personnel, and advocacy.
- Willingness to serve on committees and support advocacy initiatives.

- Attendance at 80% of Board meetings.
- Attendance at meetings of assigned committees.
- Attendance at Annual General Meetings.
- Support of special events.
- Support of, and participation in, fundraising events.

Term

Elected Positions:

- Directors are elected by the membership at the Annual General Meeting.
- Directors serve for a two-year term in a specific position.
- A Board member may resign at any time, for any reason. In the case of vacancy, by resignation or other reason, the Board may appoint a qualified member to serve as a Director.
- An appointed Director serves on the Board until the next AGM or Special Meeting at which time they are elected into the position or replaced. The elected Director serves the remainder of the 2-year term in that position.
- Elections for specific positions are staggered in the following manner:
 - Even-numbered years – President, Casino & Grant Director, and Marketing & Promotions Director
 - Odd-numbered years – Treasurer, Membership Director, and Program Director

BOARD POSITIONS & DUTIES

Review

The Board annually reviews the descriptions and duties of positions and recommends and implements changes.

President

As the chief executive officer of the ARA, the President is responsible for ensuring that the current and future long-term plans of the Alberta Racquetball Association are carried out. The President is an ex-officio (non-voting) member of the Board.

The President shall:

- Be responsible to the membership and the Board to provide leadership in the areas of policy, planning, implementation, and administration of the Association;
- Be responsible for coordinating the activities of the Board and staff. The president is also responsible for ensuring that they conduct their duties in accordance with the policies, procedures and bylaws as outlined;
- Monitor the progress of all projects, programs and activities;
- Preside as Chair-Person at the Annual and General Meetings of the Association and at meetings of the Board and the Executive Committee;

- Be one of the signing authorities of the Association;
- Be the official spokesman of the Association, representing the ARA when its presence is requested;
- Oversee and supervise ARA staff;
- Act as an ex-officio member of all committees and attend meetings where necessary and feasible;
- Conduct telephone or electronic votes of the board of directors when urgent situations arise and a meeting is not possible;
- Attend or send a representative to all meetings requiring representation from the ARA;
- Maintain a continued liaison with Racquetball Canada, including attending all Racquetball Canada meetings and conference calls;
- Distribute any information from Racquetball Canada to the Membership, Board, and Staff;
- Perform such other duties as may from time to time be established by the Board; and
- When desirable and in the best interests of the association, delegate these responsibilities to another member of the association.

Treasurer

The Treasurer is responsible for the administration and management of the financial assets and liabilities of the Association.

The Treasurer shall:

- Oversee all financial transactions of the association including budgets, banking, monthly and yearly financial statements, as well as the development of any financial reports as required by ASC or AGLC.
- Keep proper accounting records as required by the Societies Act;
- Be one of the signing authorities of the Association;
- Collect and record all dues and other funds received by the Association;
- Write all checks for expenditures and retain cancelled checks and receipts;
- Cause to be deposited all monies received by the Association in the Association's bank account;
- Provide the Board with an account of financial transactions and the financial position of the Association on a monthly basis;
- Ensure policies and processes for financial accountability including evaluation are in place and followed;
- Prepare annual budgets; and
- Perform such other duties as may from time to time be established by the Board.

Membership Director

The Membership Director is responsible for the administration and management of the membership directory. The Membership Director is also responsible for ensuring proper meeting minutes are taken and distributed to the Board.

The Membership Director shall:

- In partnership with the Marketing / Promotion Director, develop and implement initiatives to grow both club and individual memberships, partnerships, and retain existing members;
- Coordinate all membership tracking and ensure it is completed in adherence with ASC's reporting guidelines;
- Maintain an up-to-date contact database, including general membership, club membership, officers, officials, board members, staff, committees, and any other board-appointed positions;
- Review and oversee all Association policies that support membership development;
- Ensure that all notices and agendas of meetings are circulated to appropriate members in adequate time prior to those meetings;
- Ensure accurate and sufficient recording of all meeting minutes to meet the Association's transparency goals and reporting obligations;
- Ensure all meetings are conducted according to Roberts Rules of Order (current edition); and
- Perform such other duties as may from time to time be established by the Board.

Marketing / Promotion Director

The Marketing/Promotion Director is responsible for coordinating all media, publicity, and marketing of racquetball in Alberta, as well as the Association.

The Marketing/Promotion Director shall:

- Act as the communications director of the organization in cooperation with the Executive Director;
- In partnership with the Membership Director, develop and implement initiatives to promote the sport of racquetball, ARA initiatives, and membership benefits.
- Manage the Association's website and social media accounts;
- Oversee any external communication activities related to the general public and the media;
- Oversee any internal communication activities related to sharing of information to the membership;
- Provides timely information regarding the Association, its activities and members to the media in order to maintain and/or increase the visibility of the sport and those who participate;
- Produce the racquetball newsletter;
- Provides results to the local media regarding provincial, national and international championships;
- Submit nominations for provincial or national recognition programs recognizing member athletes, officials, coaches, or volunteers;
- Report to the Board any ARA-initiated communications to the general public, media or membership;
- Keeps records of all external communications related to this position;
- Assign the duties above to a competent individual who can carry them out within the guidelines as established by the Board. The Marketing/Promotion Director will ensure the execution of said duties does not compromise or reflect poorly on the ARA in whole or in part; and

- Perform such other duties as may from time to time be established by the Board.

Immediate Past-President

The Immediate Past President is defined as the immediate last person to occupy the position of President who completed their full term and was not re-elected as a Director, removed or resigned. The Immediate Past-President is an ex-officio (non-voting) member of the Board and serves as the Board's Vice-President.

The Immediate Past-President shall:

- Serve a maximum term of two years, unless they resign, are removed from or vacate their office;
- Establish overall long- and short-term goals, objectives, and priorities for the Association;
- In the absence of the president, conduct board meetings and fulfill any other duties of the president as required;
- Serve as the official representative of the ARA when the president is absent.
- Monitor the progress of all projects, programs and activities of the Association.
- Prepare for and participate in the discussions and deliberations of the Board.
- If there is no Immediate Past-President, the position will remain vacant.
- In the event of a vacancy, the responsibilities of the Immediate Past-President shall fall to a Board member as determined by the Board.

Casino/Grant Director

The Casino/Grant Director is responsible for the smooth operation of the Association's Casino, as well as the management of applicable grants, both for the association and its membership.

The Casino/Grant Director shall:

- Manage the planning, scheduling, and volunteer requirements of the Casino;
- Contract qualified Casino Advisors, serve as their Board liaison, and arrange for their payment;
- Book next Casino immediately at time of close of previous Casino worked;
- Prepare and submit all Casino documentation to the AGLC;
- Be the AGLC's point of contact regarding Casinos;
- Keep Board informed of current guidelines and parameters for spending Casino proceeds;
- With assistance from the Marketing/Promotions Director, recruit casino volunteers;
- Manage, schedule, and serve as main point of contact for casino volunteers;
- Research and bring potential grant assistance opportunities to the Board;
- Communicate grant opportunities to the applicable membership groups;
- Complete, submit, and follow up on grant applications in a timely manner;
- Report grant application status to the Board; and
- Perform such other duties as may from time to time be established by the Board.

Program Director

The Program Director is responsible for developing, managing, and evaluating ARA programs to ensure their alignment with Association strategic objectives and goals.

The Program Director shall:

- Research, assess, and make recommendations for program initiatives that will best serve the ARA's membership and achieve its strategic goals;
- Organize the logistics of program delivery, including recruiting volunteers, hiring contractors, and booking facilities;
- Ensure ARA policies and procedures support programming that fulfills the Association's mandate;
- Ensure program funds and initiatives are distributed fairly amongst ASC zones;
- Develop collaboration and partnership opportunities with organizations, clubs, schools, and other stakeholders;
- Keep abreast of current program trends and research that could enhance the impact of ARA programming; and
- Perform such other duties as may from time to time be established by the Board.

STAFF & BOARD-APPOINTED POSITIONS

Executive Director

The Executive Director is an ARA staff member, who reports to the Board via the President. The President evaluates his/her performance annually while additional staff (if applicable) report to and are evaluated by the Executive Director. The Executive Director is responsible for the day-to-day operations of the Association, and supporting the Directors with the execution of their portfolios.

In the case of a vacancy, the Board may hire or appoint another staff member to act in the Executive Director's stead.

The Executive Director shall:

- Assist the President and Board members with their individual portfolios.
- Integrate goals and objectives from the association's operational plan to develop public relations programs and strategies.
- Maintain and update website content as needed.
- Maintain community and promotions calendar of events.
- Maintain the organization's relationship with various community partners including Racquetball Canada, Alberta Sport Connection, AGLC, coaches, league directors, tournament directors and facility managers.
- Keep the Board of Directors informed of significant issues affecting the development and delivery of programs and services.
- Facilitate communications within the organization between coaches, officials, athletes and volunteers.
- Ensure that all policies are reviewed annually, updated as needed, and are posted to the ARA's website.
- Maintain an up-to-date and working knowledge of racquetball, its rules and trends.

- Support the implementation and dissemination of Racquetball Canada's LTAD model.
- Keep up to date on safety standards from regulatory organizations and monitor their enforcement.
- Provide administrative support to coaches, league directors and tournament directors as required.
- Help to organize and coordinate recreational programs, junior programs, athlete, coaching, and officiating clinics, training camps, and tournaments.
- Responsible for the organization and operation of the annual Alberta Racquetball Provincial Championships.
- Research, develop and lead volunteer programs and identify opportunities for volunteer engagement.
- Maintain adequate insurance coverage.
- Perform the day-to-day operations of the Association, ensuring that workflow is efficient and effective.
- Ensure all files and records are maintained and disposed of as per appropriate procedures.
- Conduct the correspondences of the Association;
- Ensure control over the inventory of goods and assets belonging to the ARA.
- Prepare submissions for all external funding agencies and sponsors and ensure they are submitted on a timely basis.
- Initiate and participate in operational planning and policy development.
- Oversee the implementation of legislated requirements such as freedom of information and protection of privacy requirements, ensure adherence to legal requirements for insurance coverage, and the political and legislative process related to elections.
- Develop and maintain information management systems including membership and distribution lists.
- When necessary, facilitate the resolution of internal conflicts that may be adversely affecting the Association or its mandate.
- Assist the Board of Directors in the development of policies, strategies, and procedures for the efficient operation of the Association.
- Organize meetings of the Board of Directors, committees and other groups, including all necessary logistical preparations.
- Act as an administrative resource for Board members, Committee Chairs and Clubs, particularly in the area of policies.
- Ensure that the Strategic Plan of the Association is reviewed and updated annually.
- Prepare and provide to the Board reports on the programs and services of the Association and any recommendations for future improvement and change.
- Supervise and evaluate staff members (if applicable).

HUMAN RESOURCES

Human Resources Policy

The ARA is committed to fair and ethical employment practices that support workplace diversity and respect relevant employment and human rights legislation.

All decisions regarding recruitment, hiring, promotion, compensation, and all other terms and conditions of employment, are made without regard to race, religious beliefs, color, gender, sexual orientation, marital status, physical and mental disability, age, ancestry or place of origin.

BOARD MEETINGS

Attendees

All ARA staff have a standing invitation to attend and contribute to Board meetings. ARA-appointed positions may be invited by the President at any time. The ARA staff and Board-appointed positions have the right to participate in debate and, where allowed by the Board, make motions. The Board may revoke these invitations at any time.

ELECTRONIC COMMUNICATIONS

Urgent Motions

In the case of urgent motions that cannot wait until the next meeting of the Board, motions may be passed via electronic communications. In this instance, Roberts Rules of Order are suspended and the following guidelines are in effect:

Process

Any Director or Staff can open the floor for discussion on an issue. That person shall then guide the process of the motion from end to finish by:

- i. Calling for an end to the discussion and asking for a motion.
- ii. Once a motion is received asking for a second.
- iii. Asking for yay votes
- iv. Asking for nay votes
- v. Officially passing or striking down the motion

Motioning and Seconding are counted as affirmative votes. As such, ex officio members of the Board may not motion or second.

Proper Documentation

Resolutions passed or motions struck down via email shall be added to the next meeting agenda & minutes for official record keeping. The Executive Director will keep the email thread as a secondary record.

Tabling Issues

Board members can motion to table an issue until the next Board meeting if they believe email communication is not sufficient to discuss the matter. In this instance only 40% of Board Members need to be in favour of the motion to table for it to pass.

In the case where an email motion is tabled that will cause severe harm to the Association, an emergency Board Meeting will be called.

PROTECTION OF DIRECTORS, OFFICERS, AND OTHERS

Injuries

Neither the Association nor its directors, officers, or members shall be held responsible for injuries sustained by any person/athlete at any Association event.

The Association will include a waiver form on all program/tournament applications and no person shall participate in an Association-sponsored event without signing and dating the official release, or in the case of junior athletes, the parents signing and dating the official release.

The Association will endeavor to ensure that all safety precautions are followed at Association events/tournaments. The Association will enforce and/or support the use of safety equipment.

Limitation of Liability

No director or officer of the Association shall be liable for:

- The acts, receipts, neglects or defaults of any other director, officer or employee.
- Joining in any receipt or act for conformity.
- Any loss, damage or expense happening to the Association through the insufficiency or deficiency of title to any property acquired by order of the Board for, or on behalf of the Association.
- The insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Association shall be placed out or invested.
- Any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom any monies, securities or effects shall be lodged or deposited.
- Any loss occasioned by any error of judgment or oversight on the Board's part.
- Any other loss, damage or misfortune whatever which may happen in the execution of the duties of his respective office or trusts or in relation thereto unless the same shall happen by or through his own willful act or default.

No act or proceeding of any director or Board of Directors shall be deemed invalid or ineffective by reason of the subsequent ascertainment of any irregularity in regard to such act or proceeding or the disqualification of such director or directors.

Directors may rely upon the accuracy of any statement or report prepared by the Association's auditors and shall not be responsible or held liable for any loss or damage resulting from acting upon such statement or report.

Release and Waiver

Upon applying for any type of membership in the Association, an individual must complete a Release, Waiver, and Assumption of Risk Form.

Minors

If the individual applying for membership is under the age of eighteen (18) years, the minor's parent or guardian must sign the Release, Waiver, and Assumption of Risk Form on their behalf.

Refusal

Any individual failing or refusing to complete the form(s) required by this clause will not be approved for membership in the Association. Any member failing or refusing to complete the form(s) required by this clause on or before the renewal of their membership will have their membership in the Association terminated.

Renewal

The form(s) will be automatically renewed upon payment of the renewal fee and will continue in force and effect and be binding upon the member until such time as the member ceases to be a member of the Association or has his/her membership terminated for any reason. A suspension of a member does not affect the force, effect, or binding nature of the form(s).

Indemnity

Every director or officer of the Association and his/her heirs, executors, administrators, estate, and effects respectively shall, from time to time and at all times be indemnified and saved harmless out of the funds of the Association from and against all costs, charges, and expenses whatsoever which such directors or officers may sustain or incur in or about any action, suitor proceeding, which is brought, commenced, or prosecuted against him/her for or in respect of any act, deed, matter or thing whatsoever, made done, or permitted by him/her, in or about the execution of the duties of his/her office and all other costs, charges, and expenses which he/she may sustain or incur in or about or in relation to the affairs thereof, except such costs, charges, or expenses as are occasioned by his/her own willful neglect or default.

Insurance

Subject to the limitations contained in the Societies Act of Alberta, the Association shall purchase and maintain such insurance and others for the benefit of its directors, officers, employees, members, and others as such, as the Board may from time to time determine.

OPERATIONAL POLICIES

Administrative Authority

The Executive Director has the authority to make decisions related to the day-to-day and administrative operations of the Association. While the Executive Director reports directly to the President, he/she must keep Directors informed of decisions or progress that relates to their portfolio. For decisions of a financial nature see the Financial Policies section.

Project Approval

While Directors are responsible for the strategic planning of their respective portfolios, projects will be brought to the Board for approval before implementation. The Board will prioritize the projects, set timelines, and be fair in its distribution of resources.

FINANCIAL POLICIES

Recurring Expenses

Where operational expenses are recurring on a monthly basis, the Board's approval of the first payment shall carry forward to the rest of the recurring payments for the fiscal year. Should the expense vary from the originally approved amount, the Board must be notified of the difference and the cause. The board can revoke this approval at any time.

Operational Spending

The Executive Director can make purchases under \$250 for the general operation of the Association without prior Board approval. The Executive Director will notify the Board of these expenses via monthly reports or ARA credit card statement.

Association Spending

The Executive Director can make purchases under \$500 provided approval is received from the President and Treasurer in advance of the purchase. The Executive Director will notify the Board of these expenses via monthly reports or ARA credit card statement.

Other Expenses

All expenses that do not fall under sections 4.1.2 or 4.1.3 must be preapproved by the Board prior to the expenditure. Board members may not make unapproved expenditures, regardless of the amount.

Casino Account

All casino account expenses are to be paid by cheque.

General Account

Expenses paid out of the general account can be paid by either cheque or ARA credit card. Only in instances where neither cheque nor ARA credit card are accepted should expenses be paid using a personal credit card.

Invoicing & Expense Reimbursement

Board members should forward invoices to the Treasurer or Executive Director for payment. Paying from a personal account and expensing the cost should be avoided wherever possible. The exception to this policy is travel, in which case the Board Member should use the Travel Expense Form to submit expenses with original receipts.

Financial Communications

The Treasurer will report monthly on the financial position of the Association, including the % of use of each of the budget categories.

Association Credit Card

Only the Signing Authorities can use the Association credit card. The card may only be used for general account purchases, or in cases where a cheque is not accepted. The policies governing Board notice and approval apply.

Monthly Reconciliations

In accordance with AGLC requirements and accounting best practices, a different individual than the day-to-day bookkeeper will complete monthly account reconciliations.

Bank Accounts

In accordance with AGLC requirements, the Association's selected bank must provide bank statements and copies of cancelled cheques upon request.