



SQUASH ONTARIO POLICIES AND PROCEDURES MANUAL

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Squash Ontario's actions reflects its core values of **excellence** (in effort and performance), **fairness** (in policies and decision-making), **integrity** (in our conduct and dealings), and **respect** (in how we treat each other).



SQUASH ONTARIO POLICIES AND PROCEDURES

INTRODUCTION

The Centre for Sport and Law, in its book, *“Good Policies, Good Governance – a Guide for Sport Organizations”*, emphasizes that one of the main issues with which a volunteer Board of Directors must deal is **policy**. The Centre for Sport and Law notes that “a governing board of directors is the legal entity having authority for and responsibility over the organizational structure that has been created to fulfill the organization’s goals”.

And it continues by saying that, “the governing board’s role in carrying out its functions regarding policy is one of developing, approving, monitoring, reviewing and updating policy”. It defines this role as the role of governance. The actual task of implementing policy to carry out the work of the organization is tasks for committees, staff and volunteers. The Centre defines this role as the “role of management and administration and notes that governance and management are NOT the same”.

The Centre for Sport and Law defines three categories of policies.

1. **Framework Policies**
Written statements of the vision, values, beliefs, mission and mandate of the organization
2. **Governance Policies**
Legal documents relating to incorporation and policies relating to organizational structure, roles, responsibilities and duties of the board, staff, committees and volunteers, awarding and revoking of privileges of membership and to dispute resolution
3. **Operational Policies**
Policies relating to the operational details of programs, human resources, finance and advocacy.

This Policy and Procedures Manual has been developed to ensure that all volunteers, staff, coaches, and officials of Squash Ontario are fully aware of the association’s policies and understand their role in the implementation and advocacy of same.

AMENDMENTS

Process

Squash Ontario’s actions reflects its core values of **excellence** (in effort and performance), **fairness** (in policies and decision-making), **integrity** (in our conduct and dealings), and **respect** (in how we treat each other).

The Policy and Procedures Manual may only be amended and revised by the Board of Directors. In order to amend the manual, a written notice of motion, with supporting rationale, must be submitted to the Executive Director at least twenty (20) days in advance of a Board of Directors' meeting and circulated to the Board at least seven (7) days in advance of said meeting. A majority of Directors present must vote in favour of the change in order for it to be effective.

Exceptions

When the Board of Directors deems it to be in the best interest of Squash Ontario, exceptions may be made to the Policies and Procedures herein for specified time periods. A majority of Directors present must be in favour of the exception in order for it to be effective, assuming the time frames as outlined under "Process" are adhered to. Unanimous approval of the Board is necessary if no prior written notice is received by the Board of Directors.

Constitution and By Laws

The Constitution and By Laws may not be amended except at the Annual Meeting of Members or at a Special General Meeting. A notice of any proposed amendment(s), with supporting rationale, shall be given by any officers, or member, in writing to the Secretary of the Corporation of the Executive Director, postmarked no later than twenty (20) days prior to the date for said meeting. No change or amendment to any provision of the Constitution or By Laws is effective until it has been passed by the Board of Directors and confirmed by a vote of at least two-thirds of the votes cast at the annual meeting of members of a Special General Meeting duly called for considering such change(s).

Squash Ontario Board of Directors
President
Vice President Business Development (sponsorship, fund raising, Corporate branding)
Vice President High Performance (Competitions and Player Committees)
Vice President Finance/Operations
Vice President Programs (Officiating, Coaching , School and University Squash)
Vice President Infrastructure (Membership, Regional Development, Corporate Events)
Past President (non-voting – attends Board meetings at invitation of the President)
Executive Director
Program Co-Ordinator
Administrative Assistant

Amended April 19th, 2010

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SQUASH ONTARIO MISSION STATEMENT

We provide leadership to enable the sport of squash to thrive in Ontario. Our priority is facilitating the development of existing and potential players, from beginner to elite.

Vision Statements

- To continue to be a dynamic organization providing quality, player-centred development services
 - To constantly strive for excellence through trusting partnerships in an environment of fairness, integrity and respect which values all participants
 - To always demand high respectability for its player development services, financial security and stability and organizational effectiveness
-

Values

- As an organization, Squash Ontario's efforts reflect the core values of:
 - excellence.....in effort and performance
 - fairness..... in policies and decision-making
 - integrity..... in our standards and conduct
 - respect..... in how we treat each other
-

Mandate

- Squash Ontario governs the sport of squash in Ontario and plays a leadership role in the development of the game. As such, our mandate is to:
 - Develop athletes, teams, coaches and officials for provincial competition
 - Develop athletes, teams, coaches and officials for national competition
 - Provide leadership and co-ordination to our regional partners in promoting and developing the sport of squash at the grassroots level
 - Establish and maintain technical standards for, and oversee the delivery of, provincial championships.
 - Be the provincial voice of squash and represent Ontario nationally
 - Act as a mediator when necessary for regional or league conflicts
 - Uphold and apply the Code of Conduct as appropriate
-

ORGANIZATIONAL STRUCTURE

Regions

In order to ensure that Squash Ontario is able to service participants across the province, it recognizes 9 separate and distinct regions.

- Northwestern Ontario
- Northern Ontario
- Southwestern Ontario
- Huronia
- Niagara
- Toronto & District
- Ottawa & District
- Central
- Western

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ROLES AND RESPONSIBILITIES OF THE REGIONAL LEADER

- Implement, support, advocate and, when necessary, enforce Corporation policies, including the Code of Conduct and member participation
- Adhere to the Squash Ontario By-Laws
- Co-ordinate squash activities within the regional squash community
- Communicate with the facility and individual members of the region as frequently as possible (through email)
- Convene or organize any regional meetings of members that the president determines to be in the best interest of the members of the region or at the direction of the President of Squash Ontario
- Appoint a nominating committee to solicit individuals to form the Executive Committee of the region (vice presidents, finance, junior development, league, etc.)
- Ensure that sanction fees for region's leagues are paid to Squash Ontario
- Set up regional bank account and establish signing authority

ROLES AND RESPONSIBILITIES OF THE REGIONAL EXECUTIVE COMMITTEE

An effective regional executive is critical to the local success of Squash Ontario. Proper representation requires a committed team. One individual cannot do an adequate job on their own so the recruiting of a strong group of volunteers is paramount.

By bringing together other committed volunteers, the region then functions in the best interests of the game. Regions are encouraged to create a number of various offices – such as treasurer, junior development, league co-ordinator, etc. Each region should organize its executive to reflect traditional regional emphases and new goals it would like to pursue. However, there are some duties that will be mostly similar throughout all the regions:

- Oversee election procedures and develop job descriptions for each position on the Regional Executive Committee
- Encourage clubs to become more active in regional activities, such as league
- Establish and maintain regional website and appoint an individual to keep the information up to date and current
- Co-Ordinate and initiate regional projects to promote and grow the game in the area
- Establish local partnerships to financially support the game and the regional activities
- **Ontario Junior Teams /Ontario Winter Games**
 - ✓ Establish a selection and interview panel for coaching and manager applications
 - ✓ Hold interviews and appoint coach and manager
 - ✓ Contribute a portion of the cost of team travel, entry fee and accommodation expenses
 - ✓ Contribution a portion of the cost of regional team identification clothing
 - ✓ Ontario Junior Teams only – if replacement players are being utilized from another region, the region using those players shall be responsible for that player's entry fee and accommodation expenses
 - ✓ Assist the team, coach and manager to raise funds throughout the region for the team's expensesDesignate an individual who will act as liaison with the Junior Advisory Committee

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REGIONAL MEETINGS

- Regional meetings shall include an annual regional meeting and general regional meetings. Written notice of regional meetings must be given to all members in the region at least 10 days prior to the date of the meeting
- Regional meetings may be called at any time by the President of the Regional Executive Committee or the President of the Corporation
- At regional meetings, members shall have **one vote for each paid up squash court as at the end of the Corporations' previous fiscal year**
- Quorum at a regional meeting shall be those members present in person who represent 25% of the total number of votes eligible to be cast at such a meeting
- Unless specified otherwise, questions at regional meetings shall be decided by ordinary resolution, where a tie vote shall fail. An abstention from voting shall NOT be counted as a vote. Voting shall be by a show of hands unless a majority of members approve a second ballot

NOTES

- Members of a regional executive committee shall serve terms of one year and no member shall serve more than 3 two year terms to a maximum of 6 years
- If, for any reason after June 1st of any year, a regional executive committee has not been elected, the President of Squash Ontario may appoint a regional executive committee or voting delegate
- Where a position on a regional executive committee becomes vacant for whatever reason, the regional executive committee may appoint a qualified individual to fill the vacancy for the remainder of the position's term
- A member of a regional executive committee may be removed by special resolution of the members at a regional meeting, provided the member has been given notice of and the opportunity to be present and to be heard at the regional meeting.

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BOARD OF DIRECTORS

The Board of Directors is a POLICY BOARD governing a non-profit organization. It is the legal employer of all employees of the organization and is ultimately accountable for compliance with all legislation related to employment.

Legal Duties of the Board

1. Duty of Diligence

Directors are required to

- act reasonably, prudently, and in good faith
- educate themselves about the organization
- seek expert advice when necessary

2. Duty of Skill/Competence

Directors with a special skill or knowledge have a duty to use that expertise in their role as a Board member, and to practice the standard of care expected of their professional abilities. For example, human resources professionals and lawyers will be held to the standard of their professions on issues related to human resources management and the law respectively.

Board members without specialized skill or knowledge are expected to act as a prudent person would act. Prudent directors are cautious and careful; they try to foresee the consequences of a course of action before taking it.

3. Duty of Loyalty

Directors have a duty to always place the interest of the organization first. This means acting honestly, in good faith, and in the best interests of the organization. Directors must fully and promptly disclose any potential conflicts of interest and take action to avoid perceived or real conflicts of interests.

Roles of the Board

- To provide strategic planning for the Corporation– i.e. providing direction and vision for Squash Ontario; defining our future; setting goals and objectives and measuring, monitoring and assessing performance
- To follow the Corporation’s mission and achieve its annual goals
- To review By-laws
- Communications with stakeholders – i.e. representing the face of squash Ontario to our constituents (government, club, players, volunteers, sponsors, Squash Canada); playing an ambassadorial and communications role – at Ontario Championships, Hall of Fame, Charity Golf Tournament and any other significant tournaments hosted within the province
- oversight of human resources - i.e. staff and volunteers including but not limited to ensuring working conditions comply with health and safety legislation, ensure fair and legally defensible policies and processes for disciplinary termination, set guidelines and negotiate compensation for Executive director and employees,
- assessing and managing risk
- planning for succession including recruitment, selection and orientation process is in place for the professional staff
- fiscal responsibility
- to develop, amend and review the roles and responsibilities of the Executive Director
- If possible, attend all Ontario Championships as a guest

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Specific Duties of the Board Members

As the Board of Directors' power comes from the membership, it shall report yearly to the members at the annual general meeting.

- attend the annual meeting of members
- read all documentation in advance of Board meetings
- ask questions
- take care when voting.
- review the minutes of each meeting.
- attend all Board and Officers' meetings
- sit an ex-officio member of various standing committees which may be established from time to time by the Board of Directors
- represent Squash Ontario at major, sanctioned events
- approve and when necessary, appoint, all committee chair people
- oversee the management of the Corporation, including the operating budget
- review and approve professional staff annual job evaluations
- select and approve recipients for the recognition program
- comply with Human rights Employment/Labour standards and all other legislative bodies.
- to purchase directors and officers liability insurance
- sign a conflict of interest and confidentiality agreement

Governance Policies

There are a number of policies that are common among not for profit organizations such as Squash Ontario. Following is a list of the policies, which we have enacted over the years.

- | | | |
|----|---|---|
| 1. | letters patent | <i>no change</i> |
| 2. | by-laws | <i>when required</i> |
| 3. | board structure and decision-making processes (i.e. committees) | <i>annual review</i> |
| 4. | rules of procedure | |
| 5. | conflict of interest guidelines | <i>declaration signed each year</i> |
| 6. | communications policy | <i>included in risk management policy</i> |
| 7. | privacy policy | <i>amended as legislation changes</i> |
| 8. | risk management policy | <i>President and Executive Director review annually</i> |
| 9. | harassment policy | <i>amended as legislation changes</i> |

Strategic Planning

- | | | |
|----|---|---|
| 1. | mission statement | <i>should be reviewed by the Board each year</i> |
| 2. | statement of goals and objectives, values | <i>reviewed and approved by the Board</i> |
| 3. | business plans | <i>reviewed and approved by the Board</i> |
| 4. | budget and resource allocations | <i>reviewed and approved by the Board; deviances approved by the V.P. Finance</i> |

Operational Policies

- | | | |
|----|--|---|
| 1. | financial management (banking arrangements, audit) | <i>Executive director</i> |
| 2. | investment policy | <i>VP Finance and E.D.</i> |
| 3. | asset protection (insurance and indemnification) | <i>VP Finance and E.D.</i> |
| 4. | human resource management (staff and volunteers), benefits, compensation | <i>VP Operations and Executive Director</i> |

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OFFICES OF THE CORPORATION

The officers of the Corporation shall consist of the President, and 5 Vice Presidents along with the Executive Director. The Board of Directors may from time to time create such other offices and appoint such other officers and employees as it may deem fit and may delegate to each of them respectively authority in connection with the management and direction of the business and affairs of the Corporation.

Specific Duties of the President

- chair all meetings of the Board of Directors and Officers
- chair the annual meeting of members
- act as the spokesperson for the Corporation
- act as the Squash Ontario voting delegate at Squash Canada meetings
- acts as a signing officer of the Corporation
- along with the secretary of the Corporation, shall sign all by-laws
- along with the Vice President, Finance, shall sign all audited financial statements prior to presentation to the members at the annual general meeting
- along with the Executive Director, manage all elements of the risk management policy
- sign all Ontario Championship hosting agreements
- sign all Association contracts
- as ex-officio member of all standing committees and receive all minutes
- Evaluate performance of the Executive Director on behalf of the Board in cooperation with the VP Operations as per the approved employee evaluation process

Specific Duties of the Vice President Finance/Operations

- act as the chief signing officer of the Corporation
- present audited financial statements to the membership at the annual general meeting
- meet with Corporation auditor when necessary
- review draft financial statements
- review quarterly financial statements and make adjustments to budget when/where necessary
- act as an advisor to the Executive Director and authorize expenditures which have previously been approved by the Board of Directors
- regularly review the governance of the association and in consultation with the President, bring forward any proposed changes
- identify professional development opportunities for Board members

Specific Duties of the Vice President Infrastructure

- act as a signing officer of the Corporation
- communicate on a regular (interval to be determined) with the chair of the regional leaders committee
- convene (when appropriate) interim conference calls with regional leaders
- present the interests of the regions at the Board level
- work with the VP Business Development to promote and grow memberships both individual and facility
- Assist the Executive Director in planning for corporate events such as the annual meeting
- sit as an ex-officio member of the Regional Leaders Committee
- facilitate and/or advise chair of the regional leaders committee on delivery of specialized tasks

Specific Duties of the Vice President Programs

- sit as ex-officio member of the Coaching and Officiating,
- sit as an ex-officio member of the Technical Committee
-

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- bring forward issues and concerns to the Board as raised by the Coaching and Officiating committees
- take a leadership role in the development and delivery of an effective school squash program which includes elementary, high schools and universities
- work closely with the Program Co-Ordinator to ensure the effective delivery of the coaching, officiating and school squash programs – this includes but is not limited to weekly update telephone meetings
- identify, develop and help implement programs which will help increase the number of people playing squash at the University level
- act as a signing officer of the Corporation

Specific Duties of the Vice President, High Performance

- act as a signing officers of the Corporation
- sit as an ex-officio member of the Squash Ontario Technical Committee
- liaise regularly with the chairs of all Gold, Silver and Ontario Championships
- review the Hosting Standards annually and propose changes, amendments
- sit as an ex-officio member of the High Performance Committee
- sit as an ex-officio member of the Masters Committee
- sit as an ex-officio member of the Doubles Committee
- sit as a member of all Ontario Championship seeding committees – doubles, high performance, masters, junior
- work with the Executive Director and VP Operations with respect to any disciplinary matters
- represent Squash Ontario, where possible, at all Ontario Championships
- act as intermediary in disputes and/or issues with respect to Ontario Championships
- oversee the development and publication of the annual competitions schedules
- approve all Gold, Silver and Ontario Championship Draws prior to publication
- approve all rankings (junior, singles, and masters) prior to publication
- act as a technical advisor to chairs of sanctioned events

Specific Duties of the Vice President, Business Development/Membership

- act as a signing officer of the Corporation
- identify potential financial partners for the Corporation
- identify benefits and services to enhance membership benefits, both for member clubs and individual members
- identify potential partners for the membership rewards program
- negotiate contracts and recommend partnerships to the Board of Directors
- work with Executive Director to develop promotional opportunities for the Corporation

Changes to Board portfolios October 2009

Specific Duties of the Secretary (December 2007)

- act as a signing officer of the Corporation
- prepare and circulate agenda and background materials for all Board of Directors and Officers' Meetings
- record all minutes of Board of Directors and Officers' Meetings
- Prepare and circulate all minutes of Board of Directors and Officers' Meetings

Election of the President Process

- A full meeting of the newly elected Board of Directors shall be held no later than 14 days following the conclusion of the annual general meeting of members
- The meeting shall be called by the Chair of the current Nominating Committee
- All members of the newly elected Board of Directors are eligible to stand for the position of president
- Each person wishing to run for the position of president must make his or her plans known to the Chair of the Nominating Committee, in writing, within 48 hours after the conclusion of the

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- annual general meeting of members and shall include a resume along with reasons for wishing to stand for nomination
- The Chair of the Nominating Committee shall circulate all resumes and relevant information to all members of the newly elected Board of Directors within 48 hours of receipt.
 - If there is more than one candidate for the position of president, the chair of the Nominating Committee may convene a special teleconference for the entire Board in order for all Board members to question the potential candidates.
 - The president shall be elected by the duly elected Board of Directors from among their numbers
 - The election process shall be chaired by the Chair of the current Nominating Committee
 - The election shall be by secret ballot
 - The president shall be elected for a two year term unless he or she is serving the last year of a two year term; in which case, the president will be elected for one year
 - The Chair of the Nominating Committee shall announce the results of the secret ballot immediately upon tabulation of the votes
 - The ballots shall be destroyed immediately following the announcement of the result

NOTES:

- I. As there would be a 14 day interval between the time a president steps down and a new president is elected, it is recommended that the highest ranking member of the current Board of Directors be designated Acting President for that time period. *(March 2008)*

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PROFESSIONAL STAFF

EXECUTIVE DIRECTOR

The Executive Director is responsible for the successful leadership and management of the organization according to the strategic direction set by the Board of Directors.

Specific Duties of the Executive Director

- In partnership with the Board of Directors, ensure that the organization adheres to and follows the mission statement, vision statements and strategic plan as developed and approved by the Board of Directors
- Oversee compliance with employment legislation on behalf of the board.
- Report to the Board on a regular basis organization's compliance with all legislation.
- Ensure the Board of Directors and the organization carries appropriate and adequate insurance.
- establish and operate effective administrative procedures including but not limited to financial management, fund raising, promotion, public relations, personnel management, communications, office systems, record keeping
- all preparations for Annual General Meeting
- act as general manager of the corporation including but not limited to:
 - officer of the Corporation
 - attend all Officers' meetings and upon invitation, Board of Directors meetings; present a full report on activities at each meeting
 - act as secretary of the Corporation
 - prepare annual government grant submissions
 - act as liaison between the Corporation and Ontario Government
 - prepare monthly, quarterly and year end budget and financial reports
 - authorize all monthly expenses and prepare cheques for signature
 - co-sign all Corporation cheques
- work with Vice President Business Development to develop and service financial sponsorships and partnerships
- work with Vice President Business Development with respect to membership
- work with Vice President Finance/Operations with respect to human resources issues
- work with President with respect to regional issues/communications
- act as editor of all promotional information items (e-news, e-magazine)
- act as Board's liaison for all disciplinary matters
- work with Vice President Competitions and chairs of doubles, high performance, masters and juniors to co-ordinate these areas – including annual fixtures, etc.
- liaise with Squash Canada
- along with the president, manage the Risk Management Policy requirements
- With President, Hall of Fame Board of Governors, manage the Hall of Fame program including but not limited to planning and execution of induction ceremonies, updating of Hall of Fame website, preservation and upkeep of the official Hall of Fame site
- And any other duties which may be required by the Board (*December 2007*)

Ontario Championships

1. Meet with the host of each provincial championship and thoroughly review hosting standards
2. Liaise with host of each provincial championship to ensure guidelines are being followed
3. Liaise with Administrative Co-Ordinator re entries and any changes to closing dates for entries
4. Work directly with the chairs of the High Performance, Juniors, Masters, and Doubles Committees to prepare seedings and prize money breakdowns (where applicable)
5. Along with chairs of the 4 competitive committees, prepare the draws and send to tournament chair, tournament referee and post on website along with starting times (if appropriate and available)
6. Prepare and send provincial championship hosting packages to hosts at least 3 weeks in advance of event

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7. Ensure that all banners and relevant information (completed acceptance of risk forms, draws, etc.,) are returned
8. Post results to website
9. Post champions and finalists to database
10. Attend provincial championships held within the Greater Toronto Area to give Squash Ontario a presence

Junior Squash Programs

1. Enhance and manage junior website
2. Manage any government programs related to junior squash (for example, Trillium, Active 2010, Quest for Gold)
3. Along with chair of Junior Advisory Committee, seed and prepare draws for Provincial, Gold and Silver events
4. Develop along with Chair, Junior Advisory Committee, the agenda and meeting materials for all Junior Advisory Committee meetings
5. Work with chair, Junior Advisory Committee, to manage the Games programs (Canada Games, Ontario Games, Team Ontario, Junior Development Squads, Battle of the Border)
6. Work with chairs of Provincial, Gold and Silver events to ensure hosting standards are met
7. Post results to website

Specific Duties of the Program Co-Ordinator

The Program Director oversees the coordination and administration of all aspects of the coaching and officiating certification programs; the school squash program and the Ontario Championships program. Co-ordination and administration includes planning and organizing with the appropriate standing committee and taking a leadership role in ensuring that all goals and objectives for each program are met, including budgets.

May take on any other duties deemed necessary by the Executive Director and/or the Board of Directors (*December 2007*)

Coaching

1. Work with the coaching course conductors to set annual clinic schedule
2. Post coaching information on website and keep updated
3. Provide flyer information to administrative assistant for flyer design and distribution
4. Order appropriate materials from Squash Canada and distribute to registrants
5. Provide clinic documentation to course conductor
6. Process clinic materials after course
7. Distribute necessary information from courses to Squash Canada
8. Update and communicate with the coaching and squash professionals network via email
9. Prepare annual budget and monitor appropriately
10. Prepare a comprehensive year end report
11. Respond to all coaching enquiries
12. Develop a comprehensive marketing strategy to promote and grow the program

Officiating

1. Work with the officiating committee to set annual clinic, tournament referee, upgrading schedule
2. Post officiating information on website and keep updated
3. Provide flyer information to administrative assistant for flyer design and distribution
4. Receive and process all officiating registrations
5. Order appropriate materials from Squash Canada and distribute to registrants
6. Provide clinic documentation to course instructor
7. Process clinic materials after course
8. Distribute necessary information from courses to Squash Canada
9. Update and communicate with the officials network via email
10. Prepare, distribute, receive and process all requests for rules clinics

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11. Prepare annual budget and monitor appropriately
12. Prepare a comprehensive year end report
13. Respond to all officiating enquiries
14. Develop a comprehensive marketing strategy to promote and grow the program

School and University Squash

1. Post all school squash program material on website and keep updated
2. Update on an annual basis, the listing of all elementary and high schools in Ontario
3. Annually, prepare and distribute school squash information to all elementary and high schools in Ontario
4. Process all school squash equipment loaner requests
5. Monitor loaner program – i.e. equipment returns

Rankings

1. Receive all draw sheets for junior silver, gold and provincial championships and senior and masters events as well as all doubles results as approved by the Doubles Committee
2. Enter all results for junior silver, gold and provincial championships and senior and masters and doubles events (when applicable)
3. In concert with the Chair, Junior Advisory Committee and Chair High Performance Committee, post the rankings on the website
4. In concert with the Chair, Junior Advisory Committee, answer enquires regarding rankings
5. Copy and send gold and provincial championship draw sheets to Squash Canada
6. Copy and send all men's and women's open, A and B sanctioned event draw sheets to Squash Canada
7. Communicate with ranking program designer to make appropriate adjustments to the program

Annual Golf Event

1. Prepare and distribute announcement flyer (mail, email, website)
 2. Set up and process all registrations
 3. Arrange sponsorship signage
 4. Work with Board members to secure prizes
 5. Set up and work the registration desk on the day of the event
 6. Prepare event-end report and financial statement
- Send out thank you letters to sponsors and those who donated prizes

Specific Duties of the Administrative Assistant

The Administrative Assistant is responsible for the efficient day-to-day operation of the office and supports the work of the management and other staff.

May take on other duties as deemed necessary by the Executive Director and/or the Board of Directors
(December 2007)

Tournaments

1. Manage the annual tournament list (ensuring no conflicts with dates, etc.) – receiving and processing of sanction forms
2. Contact squash professionals who are running tournaments to get flyer information
3. Design the tournament flyers (approximately 75-100 a year)
4. Update manuals (hosting standards)
5. Manage the monthly mailings – ensuring posters get to print; preparing labels and envelopes for mailing
6. Update the tournament list on the website with new flyers and PDF files
7. Send all tournament flyers in PDF format to all individual members
8. Record all tournaments and sanction information
9. Send out required squash balls for all club sanctioned events
10. Receive and process all entries for gold and silver events

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11. Maintain a history of provincial champions of senior and junior softball and doubles events.
12. Maintain a history of participants of players in all provincial senior and junior championships for a minimum 5 years

Ontario Championships

1. Receive all online and fax registrations for provincial championships
2. Process all online and fax registrations for provincial championships
3. Send out membership t-shirts

Business of Squash Website

1. Continuously monitor site for accuracy and relevance
2. Research and development - areas to be added, augmented to the site
3. Updating site

Clinics

1. Design and distribute all coaching and officiating clinic/upgrading opportunities posters (in consultation with the Program Co-Ordinator)
2. Receive and process all registrations for coaching and officiating clinics
3. Provide information to Program Co-Ordinator on registrations

Administration

1. Field general telephone and fax enquiries and/or direct to appropriate person
 2. Field general email enquires and/or direct to appropriate person
 3. Sort and distribute mail
 4. Receive and process all individual memberships – prepare mailing labels – mail membership incentives (t-shirts)
 5. Send individual membership reminders monthly
 6. Prepare club membership invoices, changing information as appropriate
 7. Receive and process all club membership cheques and information
 8. Update personal and club information on the database
 9. Process and distribute orders (videos, rulebooks, score pads, etc.)
 10. Update website as necessary
-

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PROFESSIONAL STAFF WARRANTIES, BENEFITS, EXPECTATIONS

- Professional staff employees shall devote their best efforts toward performing such duties and exercise such powers as may from time to time be assigned to them by virtue of the Squash Ontario constitution and by laws and by resolution of the Board of Directors
- Professional staff employees shall be accountable on a day to day basis to:
 - Executive Director is accountable to the Board of Directors of the Corporation
 - Executive Director reports to the President of the Corporation
 - Other professional staff will be accountable and report to the Executive Director
- Professional staff employees warrant that they will perform their duties and responsibilities without conflict of interest (see Conflict of Interest Policy)
- Professional staff employees warrants that their services shall not infringe upon or violate any patent, copyright, trade secret or any other right of any third party, and shall not be libelous or otherwise unlawful
- Professional staff employees will be expected to sign a conflict of interest and confidentiality agreement as a condition of employment

Compensation

- The annual salary for all employees shall be determined and approved by the Board of Directors
- Employees shall be paid on the 15th and 31st of each month, providing those days do not fall on a Saturday, Sunday or statutory holiday. In that case, the pay cheque will be dated and rendered on the appropriate day or days before.
- The Corporation shall pay the Canada Pension deduction as determined by Revenue Canada
- The Corporation shall pay the Employment Insurance deduction as determined by Revenue Canada
- The Corporation shall pay the stipulated insurance coverage as determined by Sport Alliance
- During employment, the employee shall be entitled to one and one quarter (1 ¼) days sick leave per month of employment. Leave accumulated under this clause may only be used by the employee during the period of employment. The maximum time to be accumulated under this provision is 45 days. A doctor's certificate is required after 3 days absence due to sickness. All benefits will continue to be paid by the Corporation provided a doctor's certificate has been submitted by the employee. A medical examination may be required for an employee who is frequently absent due to illness
- Sick days will be deducted for the first 15 days. Following this, EI payments come into effect. The Corporation will give an additional 13% annual income until day 119, when long term disability payments begin
- The Corporation will cover life insurance, accidental death and dismemberment, hospital, medical, dental and long term disability for single coverage only
- The Corporation will contribute 2% annually in the form of a lump sum payment to an RSP program delivered by the Sport Alliance of Ontario (this contribution will be reviewed biannually by the Board to ensure it adheres to any federal tax situations. Payment will be made on or before March 1st of the applicable year. The payment will be contingent on the financial position of Squash Ontario
- Employees may be entitled to an annual increase based on the approved job performance evaluation program as approved by the Board of Directors in accordance with the job description setout herein.
- Coverage will be negotiated with Sport Alliance
- Employees required to serve on jury duty or as a subpoenaed Crown Witness are required to advise the Executive Director as soon as they have received a notice to serve
- Leave for pregnancy or parental leave shall be as outlined in the Employment Standards Guide

Vacation

Permanent professional staff is entitled to paid vacation as follows:

- | | |
|---------------------------------------|------------------|
| * Less than 1 full year of employment | 1 week vacation |
| * After 1 full year of employment | 2 weeks vacation |
| * After 3 full years of employment | 3 weeks vacation |

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* After 5 full years of employment	4 weeks vacation
* After 10 full years of employment	5 weeks vacation
* After 15 full years of employment	6 weeks vacation
* After 20 full years of employment	7 weeks vacation
* After 25 full years of employment	8 weeks vacation

An employee's vacation year is based on the fiscal year of the Corporation (1 April – 31 March). No more than 5 consecutive days may be taken during the squash season (1 October – 30 April). Only one week of vacation may be carried over into the next fiscal year.

The employee shall be entitled to paid statutory holidays recognized by the Province of Ontario and any other days as published by Sport Alliance when and if the building closes down all support services.

In Lieu Hours

All employees will work a minimum of 35 hours per week excluding refreshment breaks. In lieu hours will be calculated from 1 April through 31 March and will be compensated on a one hour per hour basis.

During the months of June, July and August, an employee has the following options for utilizing in lieu and/or days owing:

- hours owing may be added to the employee's vacation time or
 - an employee may work a 4 day week if accumulated hours permit.
- Options 1 or 2 may only be utilized once an employee has completed one full year of employment. Lieu days or hours may only be used in the fiscal year in which it was accumulated and may not be carried over to the next fiscal year. Squash Ontario does not pay for in lieu hours accumulated.

Bereavement Leave

Employees are allowed up to 3 days leave with pay when a death occurs in the immediate family. Normally, the time allowed is taken between date of death and date of internment. The term "immediate family" will normally mean the employee's spouse, child, mother, father, sister, brother, step-parent, grandparent, step-grandparent, stepchild or adopted child. The immediate family is further defined to be the mother, father, grandparent of an employee's spouse.

Leave of Absence Without Pay

A leave of absence without pay will be considered on an individual basis by the President and the Board of Directors. Factors such as length of leave requested, number of years of service and reason for leave will be taken into consideration. Requests must be made in writing to the President.

Maternity

An employee who has completed one year of continuous service prior to commencement of maternity leave will be granted 17 weeks' leave.

This full period of maternity leave is without pay, but the employee may claim Employment Insurance. The following benefits will be provided during such leave: O.H.I.P., medical, life and L.T.D. insurance

In Lieu Hours

It is understood that employees shall attend Squash Ontario meetings when requested. These meetings include but are not limited to:

- Board of Directors
- High Performance
- Officiating
- Coaching
- Junior Advisory
- Doubles
- Masters
- Officers' Meetings
- Meeting of the Hall of Fame Board of Governors

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Compensation for attendance at meetings outside the normal 8:30 a.m. to 4:30 p.m. 5 day work week will be by:

In lieu hours accumulated

\$.23/km

full airfare with receipts (as approved)

full accommodation with receipts (as approved)

full taxi fare with receipts (as approved)

\$32.00 per diem (as approved)

It is understood that the Executive Director will attend, with the President, the Squash Canada Annual Meeting.

Personal Use of Corporation Resources – Internet, Email, Facsimile Telephone, Photocopiers

Squash Ontario claims property rights over all data stored in the workplace computer system and no employee shall have an expectation of privacy with respect to his/her computer;

- The system is to be used for work-related items. The occasional use of personal email or internet activity will be tolerated as a privilege, provided such use causes no harm to Squash Ontario and remains reasonable. Any personal use must be outside regular working hours;
- No employee shall download any material that is subject to copyright;
- No employee shall send, retrieve, display or archive any pornographic or sexually explicit materials. This may result in immediate termination.
- No employee shall post any information on the Internet related to Squash Ontario without the express consent of an officer of Squash Ontario;
- The employer may conduct occasional monitoring of system activity.
- No one may download software or open an ".exe" file from an outside source without the system administrator's permission.
- No one may transmit company information without the permission of a designated company official.

Personal Use of Corporation Resources – Computers

- No employee shall load personal software onto Squash Ontario computer(s);
- No employee shall use Squash Ontario computer(s) to produce personal materials for their own personal business or their own private use;
- No employee will make unauthorized copies of Squash Ontario provided software

Personal Use of Cellphones and other Electronic Equipment

The use of cell phones or other hand-held wireless devices is prohibited while operating a motor vehicle; Employees must leave the road and safely park the vehicle before using a cell phone or other hand-held device;

While an employee is operating a motor vehicle, phone calls cannot be answered and must be directed to voice mail;

Employees will not be disciplined for failing to answer a call while they are operating a motor vehicle.

Termination

During the six month probationary period, employment can be terminated at any time.

Squash Ontario shall give the employee one month's written notice of its intention to terminate

The employee shall give Squash Ontario one month's written notice of their intention to terminate.

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COMMITTEES

The Board of Directors may from time to time by resolution establish such committees on a temporary or permanent basis as it shall deem necessary and may delegate powers to these committees other than those required to be exercised by the Board.

Junior Advisory Committee

Mandate

The mandate of the Junior Advisory Committee is to provide a structure of programs and services, which will introduce and expose a maximum number of junior players to the game of squash; and to assist junior players to achieve their potential.

Structure

Chair, elected annually by members of the committee and approved by the Board of Directors

7 representatives from squash facilities, which have active junior programs

1 representative from a not for profit or recreational facility

1 Squash Canada Junior Committee representative

Members' Responsibilities

- develop and approve annual tournament schedule
- approve the draws for all silver, gold and provincial championships
- develop and approve eligibility criteria for members of Team Ontario, Ontario Junior Development Team and Canada Games Squad and Teams
- develop and approve selection criteria for members Team Ontario, Ontario Junior Development Team and Canada Games Squad and teams
- develop and approve selection criteria for coaches for Team Ontario, Ontario Junior Development Team and Canada Games Squad and Teams and select coaches
- Review, revise and/or amend hosting standards for all junior tournaments
- Review, revise and/or amend criteria for the Ontario Winter Games/Ontario Junior Teams Championship
- Monitor rankings and ensure published on a timely basis
- Promote the Lee Hanebury Junior Squash Fund program
- Develop annual junior budget
- Initiate and implement fund raising programs
- Provide provincial feedback on national junior policies and programs (i.e. junior national seedings, draw formats, etc.)
- Monitor, along with the Executive Director, any new program initiatives such as the Trillium program

Voting

- all motions are to be approved by a majority of the members present
- Chair shall have a vote Ex-officio members shall not have a vote
- A quorum will be 50% +1
- Members of the committee and chair may serve 3 x 2 year terms to a maximum of 6 years

Officiating Committee

Mandate

Squash Ontario's Officiating Program encompasses all aspects of the training of officials and instructors, and the education of the squash community with regard to the Rules of Softball Squash and Doubles Squash. Squash Ontario works in cooperation with Squash Canada and the World Squash Federation in an effort to ensure that all matches are contested safely and fairly.

Structure

Chair, elected annually by members of the committee and approved by Board of Directors

Provincial and national examiners residing in Ontario

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Vice President Technical an ex officio member
Program Director an ex officio member

Members Responsibilities

- Chair will represent Squash Ontario at all national officiating meetings
- Chair will prepare and present a report on Ontario officiating activities at the Squash Canada Annual Officiating Meeting
- Chair will prepare all agenda for provincial officiating meetings
- appoint Tournament Referees for all softball Provincial Championships
- appoint Upgrading Assessors for all softball Provincial Championships
- recommend and upon Board approval, initiate new programs to increase interest and participation in officiating
- schedule certification clinics and instructors for soft ball and doubles
- ensure that Tournament Referees for Provincial Championships enforce all policies of the Corporation including the mandatory eyeguard policy

Voting

- All motions are to be approved by a majority of the members present
- Chair shall have one vote
- Ex-Officio members shall not have a vote
- A quorum will be 50% + 1
- Members of the Committee and Chair may serve a maximum of 3 x 2 year terms to a maximum of 6 years

High Performance Committee

Mandate

To represent the best interests of high performance athletes in Ontario. "Best interests" is defined as addressing their concerns and recommending policies to the Squash Ontario Board of Directors to address these concerns.

High performance athletes are defined as players, who compete at the provincial level; who represent Ontario on teams; and who compete at a university level.

Structure

Chair, elected annually by the committee members and approved by the Board of Directors.
Members of committee may serve a maximum of 3 x 2 year terms to a maximum of 6 years

- Chair, a competitive male or female player as a neutral party
- One member representing men's competitive
- One member representing women's competitive
- One member representing club professionals
- One member representing the rankings program
- Vice President Competitions an ex-officio member
- Executive Director an ex-officio member

Members Responsibilities

- develop selection criteria for the Ontario Men's and Women's Teams
- select members of the Ontario Men's and Women's Teams
- develop eligibility criteria for the Ontario Men's and Women's Teams and for the Ontario Closed Championships
- develop prize money policies for Ontario Closed and Ontario Open Championships
- develop prize money breakdown formula for the Ontario Closed and Ontario Open Championships
- seed Ontario Men's and Women's Closed and Ontario Men's and Women's Open Championships
- Review and amend Hosting Standards as they pertain to the high performance components of the Ontario Closed and Ontario Open Championships

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- Approve hosts for Senior Soft Ball Provincial Championships and approve draws for both the Ontario Open and Ontario Closed Championships before publication

Voting

- All motions are to be approved by a majority of the members present
- Chair shall have one vote Ex-Officio members shall not have a vote
- A quorum will be 50% + 1
- Members and chair may serve 3 two year terms to a maximum of 6 years

Doubles Committee

Mandate

To grow the game of doubles squash at the grassroots level

Structure

- 2 female competitive doubles players
- 2 male competitive doubles players
- chair, who is elected on an annual basis and approved by the Board of Directors
- Vice President, High Performance shall sit as an ex-officio member
- Executive Director shall sit as an ex-officio member
- Members and chair may serve 3 x 2 year terms to a maximum of 6 years

Members Responsibilities

- provide seedings through a committee ad hoc group for Ontario Doubles Championships
- provide seedings upon request for any other doubles events
- provide input on the doubles community for publication in Squash Life and on the Squash Ontario website
- provide feedback and input into future hosting standards for Ontario Doubles Championships
- Develop strategies to increase doubles participation at the local and regional level
- Develop strategies to increase doubles participation in Ontario Championships
- Develop and implement (in concert with Squash Ontario policies) programs to help fund doubles initiatives
- work with Squash Ontario Soft Ball Officiating Committee to implement and deliver a doubles certification program
- communicate with the Squash Canada Doubles Committee

Voting

- All motions are to be approved by a majority of the members present
- Chair shall have one vote
- Ex-Officio members shall not have a vote
- A quorum will be 50% + 1
- Members and chair may serve a maximum of 3 x 2 year terms to a maximum of 6 years

Masters Committee

Mandate

To grow the game of squash at the masters level

Structure

- chair, elected by the members and approved by the Board of Directors
- 2 women representing a minimum of 2 age categories
- 3 men representing a minimum of 3 age categories
- Vice President Competitions an ex-officio member
- Executive Director an ex-officio member

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Responsibilities

- Develop strategies to increase masters participation at the local and regional levels
- Develop strategies to increase masters participation in Ontario Championships
- Develop and implement (in concert with Squash Ontario policies) programs to help fund masters initiatives
- Provide feedback and input into future hosting standards for Ontario Championships
- Provide input and feedback to the VP High Performance in terms of changes to event formats

Voting

- All motions are to be approved by a majority of the members present
- Chair shall have one vote
- Ex-Officio members shall not have a vote except in the case of a tie
- A quorum will be 50% + 1
- Members and chair may serve a maximum of 3 x 2 year terms to a maximum of 6 years

Nominating Committee

Definition of Committee

Standing committee of the Board of Directors

Definition of Membership

- “member” shall mean a member of a member facility of Squash Ontario who is in good standing or an individual member of Squash Ontario and who is in good standing with the association.
- Good standing shall be in accordance with bylaw 4 as follows:

Article 4 Good Standing

4.1 A member of the Corporation shall be in good standing provided that:

- a) The member owes no outstanding membership fees or other debt to the Corporation;
- b) The member has not ceased to be a member;
- c) The member has not been suspended or expelled from membership, or had other membership restrictions or sanctions imposed upon him;
- d) The member has complied with Constitution, Bylaws, policies, rules and regulations of the Corporation; and
- e) The member is not subject to a disciplinary investigation or action of the Corporation, or if subject to disciplinary action previously, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Corporation.

4.2 Members who cease to be in good standing shall not be entitled to the benefits and privileges of membership until such time as the Board is satisfied that the member has met the definition of good standing set out above.

2. Mandate

To identify the future leaders of Squash Ontario. The Nominating Committee will be responsible for soliciting nominations for the Board of Directors; circulating valid nominations to all voting members, and ensuring the nominees meet the necessary skill sets as required by the current Board in terms of complying with and delivering elements of the strategic and business plans.

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The Nominating Committee will, to the greatest extent possible, ensure there is fair and equitable stakeholder representation. For example, not all 3 members will be from the Greater Toronto area.

3. Composition

- 1 member from the current Board of Directors
- 1 member from the regions (to be selected by the Regional Leaders Committee)
- 3 members representing member facilities that would be an owner, manager or squash professional
- 1 member at large to be appointed at the discretion of the Board
- 1 Executive Director who shall be ex-officio and have no vote

The members of the committee shall be appointed by the Board of Directors

4. Term of Office

The members of the committee shall only serve from the period of appointment to election of the slate of directors.

Note: The Chair of the nominating committee is appointed for a one year term and this is in the event that there is a vacancy on the Board during the year and the Board may decide, rather than use its discretionary powers to appoint someone to fill the term, to ask the chair of the nominating committee to undergo a search for possible candidates – for appointment – not for election.

In terms of the committee members, their term begins with their appointment, continues with their search for candidates and concludes with the presentation of the recommended slate to the members at the annual general meeting.

Roles and Responsibilities

Chair

1.	Contact current directors whose terms are expiring to discern their willingness or intention to run again
2.	Discuss current and future skill needs with the President
3.	Prepare, in consultation with the members, the formal call for nominations
4.	Circulate, broadcast call for nominations in the widest possible media
5.	Send new board nominee information for police screening; verify membership status
6.	Present the report from the nominating committee to the Board of Directors for information purposes
7.	Circulate the proposed slate of directors to the members
8.	Present the report from the Nominating Committee to the membership at the annual meeting
9.	Act as scrutineer and count ballots if necessary and announce results to the membership
10.	Chair the first meeting of the Board of Directors following the elections until a new president has been elected
11.	Prepare and submit in consultation with committee members, an evaluation and recommendations report to the Board of Directors

Committee

1.	Solicit nominations for elected positions from the membership at large
2.	Select, from the nominations submitted by the membership, a slate of nominees for each prospective vacancy in the elected positions
3.	Contact and screen all new candidates prior to placing their names on the slate – NOTE: Each candidate is to be made aware that we will be initiating a police screening check

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Operations

1. Authority of the committee – present slate to the Board for information only
2. Committee appointment/vacancy – to be filled by Chair and Executive Director
3. Removal of Committee Member – non compliance with the Confidentiality Agreement, conditions within the Squash Ontario risk management plan – by the President and Chair of the Nominating Committee
4. Meetings – hold a minimum of 2 meetings by conference call
5. Budget – Squash Ontario will cover cost of teleconferencing and police checks
6. Confidentiality – all members and chair to sign
7. Dispute resolution – if necessary, refer to Squash Ontario risk management policy
8. Reporting/Evaluation – by the chair on behalf of the committee to the Board

Nominating Committee Timelines

Task	By Whom	Completion Date
Appointment/confirmation of Committee	Board of Directors	6 months prior to agm
Election of the Chair	Members of the Nominating Committee	6 months prior to agm
Contact current board members whose terms are up for election	Chair Nominating Committee	5 ½ months prior to agm
Identification of skill sets required (in keeping with strategic plan)	Chair Nominating Committee, President * note – the conversation regarding skill sets will focus solely on the specific initiatives the president identifies as being of importance to Squash Ontario	5 months prior to agm
Drafting and circulation of call for Nominations	Nominating Committee	4 months prior to agm
Deadline for nominations	Membership	3 months prior to agm
Review and vetting of nominees	Nominating Committee	2 months prior to agm
Proposed slate to the Board for information purposes	Chair, Nominating Committee	10 weeks prior to agm
Circulate proposed slate to membership	Nominating Committee	(at least 20 days prior to annual meeting)

Notes:

- a. no nominations from the floor
- b. slate will include the total number of directors required (no election)

December 2009

Voting Procedure of the Nominating Committee

- 1) The Chair and or Executive Director shall provided all Committee members within 48 hours of the posted deadline to submit, a copy of each and every Nomination Form submitted by candidates wishing to stand for election to the Board of Directors.
- 2) The ED and or Chair shall provide a spreadsheet (the **Voting Template**) with the names of all candidates, including their skills sets and qualifications to the Committee prior to the any vote.
- 3) The ED and or Chair shall hold a meeting (in person or by teleconference) to discuss all candidates with the committee members prior to any vote.

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- 4) Each Committee Member shall sign and date their approval of the candidates on the **Voting template** in writing by fax and or email directly to both the Chair or a nominee appointed by the Chair and the ED, within the requested time. This acknowledgement of the **Voting Template** by the Committee Member shall constitute a vote of approval of the slate.
- 5) 100% of the Nominating Committee must submit their **Voting Template** in order for any vote(s) to be valid. A committee member unable to submit their Voting Template within the requested timeframe for the vote may submit a proxy to the Chair or ED in advance.
- 6) The Chair shall have no vote, except in the event of a tie. The ED shall have no vote.
- 7) In the event there are more candidates than positions available the following process shall occur:

Step #1: Each Committee Member shall submit their approval of candidates in order of preference (with #1 being their #1 choice, etc.) on the **Voting Template** and circulate to the Chair of the Committee and the Executive Director to tabulate the votes. They will report back to the Committee within no more than 24 hours of the 1st vote.

Step #2: In the event there are more candidates than positions available on the slate, the highest ranked candidate(s) equal to the number of position(s) available on the slate plus one shall remain on the **2nd Round Voting Template**. All other candidates shall be dropped from the 2nd Voting Template.

Step #3 The Chair and ED shall circulate the names of the remaining candidates on the **2nd Voting Template** and the ranking process shall be repeated. The candidate with the lowest ranking shall be dropped from the slate and the remaining candidate(s) shall constitute the Nominating Committee's final slate of Director(s) to be ratified by the Board and Members at the AGM.

Timelines will be established by the Chair of the Nominating Committee

- August 7th for first round voting 6:00 p.m.

No discussion of board candidates until the Board has approved the slate of directors
July 2009

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FINANCIAL

Fiscal Year

The fiscal year of the Corporation shall end on the 31st day of March in each year or on such other date as the directors may from time to time by resolution determine.

Banking Arrangements

The banking business of the Corporation, or any part thereof, shall be transacted with such banks, trust companies or other financial institutions as the board may designate, appoint or authorize from time to time by resolution and all such banking business, or any part thereof, shall be transacted on the Corporation's behalf by one or more officers and/or other persons as the board may designate, direct or authorize from time to time by resolution and to the extent therein provided.

Execution of Instruments

Contracts, documents or instruments in writing requiring execution by the Corporation may be signed by any two officers or directors together, and all contracts, documents or instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality. The Board of Directors is authorized from time to time by resolution to appoint any officer or officers or any other person or persons on behalf of the Corporation to execute either manually or by facsimile signature and deliver either contracts, documents or instruments in writing generally or specific contracts, documents or instruments in writing. The seal of the Corporation, may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid, by any officer of the Corporation or by any officer or person signing such contracts, documents or instruments. The term "contracts, documents or instruments in writing" shall include deeds, mortgages, hypothecs, charges, transfers and assignments of property, real and personal, moveable and immovable, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, warrants, bonds, debentures or other securities and all paper writings.

Voting Rights in Other Bodies Corporate

All of the shares or other securities carrying voting rights of any other company or corporation held from time to time by the Corporation may be voted at any and all meetings of shareholders or security holders of such company or corporation. The officers of the Corporation may execute and deliver instruments of proxy and arrange for the issuance of voting certificates or other evidence of the right to exercise the voting rights attaching to any securities held by the Corporation. Such instruments, certificates or other evidence shall be in favour of such person or persons as may from time to time direct the manner in which, and the person or persons by whom any particular voting rights or class of voting rights may or shall be exercised.

Borrowing by the Corporation

The Directors may from time to time:

- borrow money on the credit of the Corporation, to a maximum as approved by the Corporation's financial institution
- issue, sell or pledge securities of the Corporation;
- charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation, including book debts, rights, powers, franchises and undertaking, to secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation

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Arrangements

The Directors may from time to time authorize any Director or Directors or Officer or Officers to make arrangements with reference to monies borrowed or to be borrowed as aforesaid and as to the terms and conditions of the loan thereof and as to the securities to be given thereof, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any monies borrowed or remaining due by the Corporation as the Directors of the Corporation may authorize and generally to manage, transact and settle the borrowing of money by the Corporation.

Execution of Instruments re Borrowing

The Directors may from time to time authorize any Director or Directors or Officer or Officers to sign, execute and give on behalf of the Corporation all documents, agreements and promises necessary or desirable for the purposes aforesaid and to draw, make accept, endorse, execute and issue cheques, promissory notes, bills of exchange, bills of lading and other negotiable or transferable instruments and the same and all renewals thereof or substitutions therefore so signed shall be binding upon the Corporation.

Powers in Supplement

The powers hereby conferred shall be deemed to be in supplement of and not in substitution for any powers to borrow money for the purposes of the Corporation possessed by its Directors or Officers independently hereof.

Controls

- The Executive Director or Vice President Finance are authorized to make all deposits on behalf of, and in the name of, the Corporation and to take receipt of bank statements
- The Executive Director or Vice President Finance may suspend any or all program activity pending a meeting of the Board of Directors if anticipated revenues are not forthcoming and cannot be guaranteed in advance of project implementation
- The Executive Director or Vice President Finance may not approve any expenditures for functions not included in budget consideration previously approved by the Board of Directors
- No advance payments for programs are permitted
- Authority to commit funds for expenditures not within the final approved budget rests solely with the Board of Directors
- An audit of the financial statements of the Corporation shall be carried out annually, with the resulting report presented to the Board of Directors, and the membership, at the annual meeting of members.
- Under normal circumstances, no expenses shall be paid by the Corporation without original receipts
- All expenses, with accompanying receipts, shall be submitted on the appropriate form to the Executive Director within fifteen (15) days of the completion of a project or activity. Failure to abide by the time lines may result in an individual's expenses being withheld
- It is the policy of the Corporation to disburse funds only on the final business day of the month. All requests for funding must be received five days prior to the last business day in order to have expenses covered for activities within that month
- When private automobiles are used, the current Squash Ontario mileage rate will be paid
- Reimbursement of expenses will be limited by the rates allowed by Squash Ontario

Accounts Receivable

- The Corporation will invoice for all accounts receivable, including membership dues, advertising and sponsorship

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- Invoices not paid within the thirty day time period will be followed up with a second reminder. If accounts remain unpaid for a further fifteen day's, the Executive Director will follow up personally.
- Interest on all overdue accounts of 30 days or more will be 2.5% (with the exception of membership invoices)
- Payment of the annual national dues will be on the 31st day of March
- All requests for materials and saleable items for which there is a charge (with the exception of membership dues) are payable in advance of the item(s) being shipped.

Refunds

- Refunds will be processed for coaching and officiating certification clinics provided the Corporation has received notification in writing two weeks prior to the clinic. If a manual has been shipped prior to receiving cancellation notice, the refund will be less the cost of the manual
- Membership fees or part thereof are not refundable
- In provincial championships, no refunds after Monday, the week of the Championship after 5:00 p.m. Refunds only with medical certificate or physician's note

Membership Lists

- The club membership list of the Corporation is not available for sale; however, the Corporation will undertake mailings to it's member clubs at a cost of \$150.00 plus postage provided the person or firm requesting the mailing provides Squash Ontario with the printed materials
- Squash Ontario commits to never providing a member's personal information directly to any one of its sponsors or partners. Any sponsor or partner advertisements will be sent only by Squash Ontario.
- Should a company (excluding sponsors or partners) wish to have Squash Ontario include it's promotional materials in a mailing to its individual members, the cost will be \$200.00 plus postage and the company must provide Squash Ontario with the printed materials

Rate Structures

Executive Committee, Board Meetings, National Meetings

- When sufficient lead time has been given, the corporation will pay the least expensive airfare only
- Per diem is \$32.00 per day (no receipts required)
- Accommodation will be covered upon approval by Executive Director
- Allowance for private vehicle will be paid at the rate as set by the Squash Ontario Board of Directors
- Ground transportation to and from airport will be covered provided receipts are submitted
- Car rental is subject to approval by the Executive Director

Annual General Meetings

- least expensive airfare or private vehicle (at mileage rate set by Squash Ontario Board of Directors)
- ground transportation to and from airport will be covered provided receipt is submitted
- car rental is subject to approval by the Executive Director
- Accommodation will be covered upon approval by Executive Director
- Squash Ontario will provide light refreshments for breakfast on the day of the annual meeting and lunch. No other meals will be provided or covered

Coaching and Officiating

- mileage for instructor or assessor will be at rate as set by the Squash Ontario Board of Directors
- accommodation may be covered upon approval by the Executive Director
- meals may be covered upon approval by the Executive Director and at the following rate:
\$ 7.00 breakfast
\$10.00 lunch

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\$15.00 dinner

Non Eligible Expenses

- telephone charges
- alcoholic beverages
- entertainment (including in-room movies)

Athlete Funding Program

Funding for Ontario Athletes Competing in International Championships

International Championships shall be defined as:

Events which are sanctioned by the World Squash Federation and which are considered by the WSF as world championships.

World Junior Boys Teams Championships
World Junior Girls Teams Championships
World Senior Men's Teams Championships
World Senior Women's Teams Championships
World University Championships
World Men's and Women's Open Doubles Championships

Funding would be allocated to Ontario athletes who have been selected to represent Canada by Squash Canada at World Championships. A selection process which is open, fair and transparent must have been used by Squash Canada.

Criteria for Funding

1. must be a member in good standing of Squash Ontario
2. only if athletes are not being fully funded
3. Athletes who meet the criteria as above (member of a national team) and who would be participating in a recognized World Championship will be eligible to receive funding of up to \$500.00, the funding not to exceed the athlete's costs after receiving other sources of funding

Process

1. Develop an application process
2. Program funding will be reviewed on a year to year basis

August 2008

Annual Budget Approval

Shall be submitted by the Executive Director to the Board of Directors for approval at least one month prior to the meeting at which the Board will approve the budget.

May 2009

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TOURNAMENTS - CLUBS

Requirements for Hosting an Ontario Championship

A hosting club must comply with the Hosting Standards as published by Squash Ontario annually; a hosting club must sign a hosting agreement.

Clubs hosting Ontario Championships are required to have a working defibrillator on site with trained personnel; if not, Squash Ontario will provide a defibrillator and a trained operator.

Sanction of Squash Events and Activities

A Squash Ontario sanctioned event or activity shall be any event or activity approved by the Board of Directors of Squash Ontario and shall be granted only upon written guarantee from the hosting club or facility that said club or facility agrees to abide by the policies of Squash Ontario which may be adopted from time to time by the Board of Directors.

This guarantee would include but not be limited to the Code of Conduct, rules of the game as approved by the World Squash Federation, member only participation in the case of league and eye guard policy.

Termination of Sanction

Should any of the terms and conditions under which a sanction has been granted be changed by the hosting club or facility or Tournament Chair or Event Co-Ordinator, without prior approval of the President or Executive Director, such sanction shall be revoked.

Sanction Fees (Tournaments)

Sanction fees shall be levied on all city and regional events (open and closed), senior and junior. The fees will be set by the Board of Directors on an annual basis.

Sanction Fees (Leagues)

\$2.00 per team if individual membership applies; \$2.00 per player or \$15.00 per team whichever is less. All league sanction fees must be paid in full no later than 15 November in order to receive official balls and insurance coverage.

(January 2010)

Dissemination of Tournament Information to Member Clubs

- all sanctioned association event or activity information shall be mailed to member clubs monthly and on a complimentary basis as well as sent in PDF format to all individual members of Squash Ontario
- The Corporation will sanction and distribute flyers for other squash activities such as summer camps provided a sanction form is completed and the sanction fee paid
- Unsanctioned tournament flyers or information from member facilities will be distributed provided the materials are prepared by the club and a fee of \$500.00 plus postage is paid

Senior Women's Participation in Men's Events

- In the case of a provincial championship where there are two separate events offered (i.e. Men's Open and Women's Open), a woman may not enter the men's event
- In the case of regional or club events, the decision to accept a woman's entry into a men's event is at the discretion of the tournament chair
- In the case of league, the rules of the particular region will apply. It is hoped that, if women are allowed to participate in men's league, a stipulation for accepting that entry would be that the women must also support the comparable women's league

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Player Eligibility

Any player who is a member in good standing of Squash Ontario and a Squash Ontario member club or is a member in good standing of his/her state, provincial, or national squash racquets association, may participate in any Squash Ontario sanctioned squash activity, where residency eligibility is not an issue.

There are three types of members of Squash Ontario; clubs, individuals who are members of member clubs and thus indirectly members of Squash Ontario, and individuals who are not necessarily members of member clubs but who are direct members of Squash Ontario. All three types of members shall be deemed to be in good standing provided that:

- the member owes Squash Ontario no outstanding dues or financial debts; and
- the member has complied with the bylaws, policies and rules of Squash Ontario, and;
- the member is not subject to a disciplinary action or investigation of Squash Ontario or, if subject to disciplinary action previously, the member has fulfilled all terms and conditions of such disciplinary action to the satisfaction of Squash Ontario and;
- where the member is an individual who is a member of a member club of Squash Ontario and thus indirectly a member of Squash Ontario, that individual is a member in good standing of that club and that club is, in turn, a member in good standing of Squash Ontario as defined by points 1, 2, and 3 as above

Tournament Designation

- A tournament will be designated OPEN when there are no restrictions to the entry of players from any geographical area
- A tournament will be designed CLOSED when there are geographical boundaries restricting entry to the event, such as the Ontario Closed Championships
- It is not the policy of the Corporation to publish its annual fixtures list, nor publicize through flyers, any tournament which is INVITATION by nature and which restricts or appears to restrict the entry to designated people and/or teams
- It is the policy of the Corporation to encourage member clubs wishing to publicize club events to use the designated terms for tournaments such as 'open' or 'closed'

Sponsorship for Club and Regional Events

- It is the policy of the Corporation to encourage clubs to solicit appropriate sponsorship for tournaments to keep entry fees low to attract participation
- It is the policy of the Corporation to encourage clubs to give value for entry fee being charged
- It is the policy of the Corporation to abide by and support any federal or provincial policy with respect to sponsorship in sport

National Championship Bids

It is not the policy of the Corporation to itself, bid to host national championships although it will endorse and support bids from appropriate member clubs.

Age Eligibility

Junior Age Eligibility shall be the last day of the tournament
Masters Age Eligibility shall be the first day of the tournament

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TOURNAMENTS – PROVINCIAL CHAMPIONSHIPS

Policies

All players competing in a Provincial Championship must appropriately wear eyeguards made of polycarbonate or similar materials designed for protection in sport.

Anyone defaulting from the Ontario Open or Ontario Closed Championships and who would be eligible to receive prize money, will not receive that prize money unless a doctor's note is presented to the tournament chair or a representative of Squash Ontario the day of the defaulted match.

No refunds after the draws have been done. Refunds prior to the Monday will be less a 15% administrative fee.

In order to be recognized as a Provincial Championship, there must be a minimum of 6 players/teams in an event, with a minimum of 25% of the players being from outside the host club. An exception to this policy is made in the men's and women's 60+, 65+ and 70+ where there must be a minimum of 4 players/teams with a minimum of 25% of the players/teams being from outside the club.

Where a player is subject to a sanction imposed by the host club, Squash Ontario shall respect that sanction, including any sanction, which may preclude the player from entering the premises and thus participating in the Championship, provided the sanction was imposed using fair procedures. Specifically, the sanctioned player must have been informed by the Host Club of the nature of the infraction and have been given an opportunity to provide information concerning the incident prior to the sanction being imposed. This policy extends to any co-host of an Ontario Championship.

If a participant in the Ontario Open or the Ontario Closed Championships declines his/her prize money, the participant may redirect payment of that prize money to a third party. If the participant declines the option of redirecting the monies, then the monies shall be shared equally between Squash Ontario and the host club. (March 2008)

SENIOR HIGH PERFORMANCE POLICIES

Issue	Policy	Date Approved
Ontario Teams Eligibility Criteria	Be an individual member of Squash Ontario and in good standing with Squash Ontario Be either a Canadian citizen or a landed immigrant Have resided in Ontario for 12 months preceding the Closed Championship in the season of selection or be in full time attendance at a university or college in the Province of Ontario	June 2003 Reaffirmed June 2006
Ontario Teams Selection Criteria	Have participated in 1 Ontario sanctioned soft ball event, said participation to have occurred between successive Ontario Closed Championships Have participated in the Ontario Closed Championship in the year of selection Be in full time attendance at a university or college, in which case the player may compete for either his/her home province or his/her resident province	June 2003

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	<p>Selection will be based on order of finish in the Ontario Closed Championship in the year of selection.</p> <p>The committee will reserve the right to select team members if the 10th place finisher in the men's draw and the 8th place finisher in the women's draw decline their position for the provincial team.</p>	<p>June 2006</p>
Ontario Team Selection	<p>Will be made no later than December 15 and will be confirmed by the High Performance Committee and approved by the Squash Ontario Board of Directors. An alternate shall also be selected.</p>	<p>June 1999</p> <p>Reaffirmed June 2006</p>
Ontario Teams – Injury	<p>Once a player has been selected, Squash Ontario will notify the player just prior to booking travel arrangements to once again ensure player has accepted his/her selection. If a player withdraws after that date, that player will be responsible for any costs incurred by Squash Ontario for the team including but not limited to travel, unless a doctor's note is provided.</p>	<p>October 2004</p> <p>Reaffirmed June 2006</p>
Ontario Closed Championships Eligibility	<p>In order to compete in the Ontario Closed Championships, a player must be a Canadian citizen or landed immigrant and have resided in Ontario for 12 months preceding the Championship or be a full time university student. Residency is defined as living in the province of Ontario 50% of the 12 months preceding the Championship</p>	<p>October 2004</p> <p>Reaffirmed June 2006</p>
Ontario Open and Closed Championships 1. Withdrawal of Seeded Competitor(s)	<p>48 hours or more prior to the commencement of the first Championship match (including qualifying), all seeded competitors are moved up to the next seeded position as appropriate. Competitors who have been placed will remain in their position. No changes will be made to the draw within 24 hours of the start of the first Championship match (including qualifying)</p>	<p>June 2002</p> <p>Reaffirmed June 2006</p>
Ontario Open and Closed Championships Placement of Seeded Players	<p>1. Placement of seeded players: 1 and 2 are placed; 3 and 4 are flipped, 5 – 8 are randomly drawn</p>	<p>June 2002</p> <p>Amended June 2006</p>
Ontario Open and Closed Championships 3. Consolations	<p>1. The format of play will consist of a single elimination main draw featuring a feed-in consolation for all losers prior to the quarterfinals. Quarterfinal losers will play in a 5-8 playoff; semi final losers will play in a ¾ playoff.</p>	<p>June 2002</p>
Ontario Open and Closed Championships 4. Defaults	<p>Anyone defaulting from the Open or Closed Championships and who would be eligible to receive prize money, will not receive that prize money unless a doctor's note is presented to the Tournament Chair the day of the defaulted match.</p>	<p>June 2001</p> <p>Note: Reaffirmed in June 2006 – must be better publicized on tournament flyers and website</p>

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	<p>2. If a default is due to injury (for which a doctor's note has been provided), the loss is not recorded. If the default was not due to an injury but simply a 'no show', the loss is recorded as a win for the opponent. The doctor's certificate must be provided to Squash Ontario within 5 business days of the day of the default.</p>	February 2005
Ontario Open Championships Prize Money Breakdown	<p>Strength of men's draw (M) = the number of players ranked in the top 60% of the total players ranked in the PSA present, plus the number of top 20 players ranked in Canada present plus the number of top 10 players ranked in Ontario present.</p> <p>Strength of women's draw (W) = the number of players ranked in the top 60% of the total players ranked in WISPA present, plus the number of top 10 players ranked in Canada present, plus the number of top 5 players ranked in Ontario present.</p> <p>Formula: Calculation to determine prize money is: Percentage (%age) of money to men's draw = $\{M/(M+W)\} \times 100\%$ Percentage (%age) of money to women's draw = $\{W/(M+W)\} \times 100\%$</p>	June 2003 Amended June 2006
Ontario Open Championships – Number of Players to be Paid	<p>Men's Draw: 25% of the draw is calculated Strength (M) – 1 is calculated</p> <p>Women's Draw 25% of the draw is calculated Strength (W) – 1 is calculated</p> <p>3. The greater of the two values for each draw is selected as the number of players in each draw who will be paid. A minimum of 5 players will be paid to a maximum of 9</p>	June 2003 Reaffirmed June 2006
Ontario Closed Championships Prize Money Breakdown	<p>Strength of men's draw (M) = the number of players ranked in the top 60% of the total players ranked in the PSA present, plus the number of top 20 players ranked in Canada present plus the number of top 10 players ranked in Ontario present.</p> <p>Strength of women's draw (W) = the number of players ranked in the top 60% of the total players ranked in WISPA present, plus the number of top 10 players ranked in</p>	September 2004 Amended June 2006

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	Canada present, plus the number of top 5 players ranked in Ontario present Percentage (%age) of money to men's draw = $\{M/(M+W)\} \times 100\%$ Percentage (%age) of money to women's draw = $\{W/(M+W)\} \times 100\%$	
Ontario Closed Championships – Number of Players to be Paid	Men's Draw: 25% of the draw is calculated Strength (M) – 1 is calculated Women's Draw 25% of the draw is calculated Strength (W) – 1 is calculated The greater of the two values for each draw is selected as the number of players in each draw who will be paid. A minimum of 5 players will be paid to a maximum of 9	June 2003 Reaffirmed June 2006
Ontario Open and Closed Championships Seedings	Squash Ontario rankings will be used first, followed by PSA/WISPA rankings except for players outside the top 60% of players ranked; then if a player doesn't have either, Squash Canada rankings will be used. The Committee reserves the right to exercise discretion in unusual circumstances in order to maintain fairness and integrity in the draws. Except in the case of the Ontario Closed, international players without a national ranking, international rankings will be used to slot the player into the draw For Ontario players without a national ranking, Ontario rankings will be used to slot the player into the draw	May 2003 Amended June 2006
Ontario Open and Closed Championships Draws	Two representatives from the High Performance Committee will approve the draws prior to publication of start times.	May 2003 Reaffirmed June 2006
High Performance Committee	Shall be comprised of: A chair Women's competitive representative Men's competitive representative Active club squash professional Chair, Technical Committee Administrative Co-Ordinator Program Director	Amended June 2006
Acceptance of Prize Money	In an Ontario Championship for which Squash Ontario has contribution a portion of the prize money, a player who declines to accept his/her prize money or who chooses not to redirect the prize money to a 3 rd party within 72 hours of acknowledgement of such prize money, the applicable prize money shall be retained by Squash Ontario without further recourse by either party.	Amended December 2007
Prize Money	If a participant in the Ontario Open or the Ontario Closed Championships declines his or her prize money, the participant may redirect payment of that prize money to a	March 2008

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	third party. If the participant declines the option of redirecting the monies, then the monies shall be shared equally between Squash Ontario and the host club.	
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Senior Soft Ball Rankings

In order to be provincially ranked, a player must be an individual member of Squash Ontario.

Senior North America Doubles Rankings

In order to be provincially ranked, a player must be an individual member of Squash Ontario.

Miscellaneous Policies

No shows are violations of the Code of Conduct and upon notification from the Tournament chair, letters of reprimand are sent out and the player is 'red flagged' for 6 months. If the behaviour is repeated, more serious disciplinary action can be taken.

Out of province players may be included in the rankings provided they are an individual member of Squash Ontario.

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JUNIOR HIGH PERFORMANCE POLICIES

Junior Teams Selection and Eligibility

Selection criteria Team Ontario is as follows:

- * Must have participated in 3 of 4 Gold events in the season previous to selection and have participated in the Ontario Junior Closed and the Ontario Junior Open in the season prior to selection
- * Rankings as at 30 April
- Must be an individual member in good standing with Squash Ontario
- Must meet the age eligibility for the Canada Winter Games (as set by Squash Canada)

All other team selection and eligibility criteria shall be developed by the Junior Advisory Committee. This would include but not be limited to teams selected for international test matches.

Junior Rankings

In order to be provincially ranked, a player must be an individual member of Squash Ontario.

Defaults

If a default is due to injury (for which a doctor's note has been provided,), the loss is not recorded. If the default was not due to an injury but simply a 'no show', the loss is recorded as a win for the opponent. The doctor's certificate must be provided to Squash Ontario within 5 business days of the day of the default.

No shows are violations of the Code of Conduct and upon notification from the Tournament chair, letters of reprimand are sent out and the player is 'red flagged' for 6 months. If the behaviour is repeated, more serious disciplinary action can be taken.

Out of province players may be included in the rankings provided they are an individual member of Squash Ontario.

Acceptance of Risk Forms

All players competing in Ontario Championships must sign an Acceptance of Risk Form.

Girls Participating in Boys' Events

In order for a girl to participate in a boy's event, she must be ranked either #1 or #2 overall in Ontario at the time of entry and must have represented Canada as a national team member as selected by Squash Canada. *July 2008*

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PROGRAMS

OFFICIATING

Officiating Honoraria

*	Rules clinic (soft ball and doubles)	\$ 75.00
*	Certification clinic (soft ball and doubles)	\$150.00
*	Assessor	\$50.00 / day
*	Tournament Referee	\$200.00

Travel will be paid for instructor/assessor and tournament referee
Accommodation may be provided dependant upon geography and upon approval of the Executive Director

Note: Honoraria and expenses will only be issued upon (a) receipt of properly completed expense claim form and (b) upon receipt of all paperwork for the clinic or tournament Non eligible receipts include but are not limited to alcohol, telephone, movies, etc., If in doubt, clear with Program Director or Executive Director prior.

Fees

*	Rules Clinics	no hosting fee for member clubs no charge for attendance \$140.00 for non member clubs application form must be submitted along with a \$75.00 deposit which will be returned provided a minimum of 12 people attended the clinic
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Rules Clinics Administration

The following process will be followed for the Administration of Rules Clinics:

- Application and deposit received from Host Club by Squash Ontario no less that 30 days prior to clinic date
- Squash Ontario will contact Host Club to confirm receipt of application and deposit
- Squash Ontario will contact instructors on rotational basis (within geographical reason)
- Squash Ontario will confirm Instructor and give Host Club contact name and number
- Instructor will contact club to confirm clinic
- Squash Ontario will publicize clinic through mailing
- Squash Ontario will send to the Instructor:
 - clinic registration form
 - membership forms
 - expense claim form
 - rule books
- After clinic, the Instructor will send to Squash Ontario:
 - registration form
 - expense claim form
- Squash Ontario will verify number of participants
 - If 12 or greater, release deposit
 - If less than 12, process \$75.00 deposit
- Squash Ontario will review and process expense claim form
- Squash Ontario Enter participants into database
- Squash Ontario will enter clinic into database

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- Squash Ontario will add interested parties to list of those interested in Certification Clinic

Officiating Certification Clinics Administration

The following process will be followed for the Administration of Officiating Certification Clinics:

- Clinic Schedule set with Officiating Committee
- Squash Ontario will contact potential Host Clubs regarding availability
- Instructors chosen on rotational basis (within geographical reason) and based on activity in previous two seasons
- Squash Ontario will confirm Instructor and give Host Club contact name and number
- Squash Ontario will call Host Club with instructor name and number
- Squash Ontario will set registration deadline
- Squash Ontario will publicize clinic through mailing
- Squash Ontario will process registrations
- Squash Ontario will contact those on interest list
- Upon closing registrations, Squash Ontario will send to instructor:
 - rule books (1 per)
 - exams and answer sheets (1 per)
 - certification log books (1 per)
 - t-shirts (1 per)
 - expense claim form
 - clinic evaluation forms (for participants and instructor)
 - score pads (for assessments)
- After clinic, the Instructor will send to Squash Ontario:
 - course register
 - expense claim form
 - clinic evaluation forms
 - exams
 - assessments
 - any extra materials
- Squash Ontario will verify number of participants
- Squash Ontario will review and process expense claim form
- Squash Ontario will enter participants into database
- Squash Ontario will enter clinic into database
- Squash Ontario will add certified parties to database of officials
- Squash Ontario will copy register and forward to Squash Canada
- Squash Ontario will file clinic paperwork

Tournament Referee Responsibilities

The responsibilities of the Tournament referee are defined as:

- Recruit, in co-operation with Squash Ontario, qualified officials.
- Ideally, the number of officials should be sufficient to provide 2 per court; at a minimum, there should be one official per court being utilized in the Championship plus 50% not including the Tournament Referee.
- Ensure all matches during the Championship are assigned a referee.
- Where possible, ensure that all quarter final and subsequent matches in the main event (including all classic plate matches and the 7/8 play-off) are assigned a certified referee and marker.
- Ensure that all matches from the semi-finals on in the main event (including 3/4 play-offs) are assigned a referee and marker.
- Ensure that all matches from the semi-finals on in the main event of all age divisions (including 3/4 play-offs) are assigned a referee and marker.
- Adjudicate on all appeals by players concerning referee assignments and rule interpretations.
- Inform all officials of current Squash Ontario policies regarding play (i.e. eyeguards, clothing, etc.)

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- If not present for any period of time, name an Acting Tournament Referee for that period. Likewise, if matches are played at more than one location, the Tournament Referee must appoint an Acting Tournament Referee for each location.
- Within 30 days of the completion of the championship, the Tournament referee shall send their expense claim form along with a comprehensive report to Squash Ontario. This report shall include a list of fulltime officials, a list of upgrades, any “conduct on court” forms, and a summary of officiating operations at the championship.
- The Tournament Referee shall not be permitted to play in the Championship.

Officiating Forms

Squash Ontario will make all officiating program forms available for download in the officiating section of the Squash Ontario website.

COACHING

The registration fees for level 1, 2 and 3 clinics will be set annually.

The minimum and maximum registrations for technical certification clinics are:

Coaching Foundation	Maximum 12
Intermediate	Maximum 10
Level 3 Minimum 4	Maximum 8

Registration is by cheque, cash, visa or MasterCard. Cancellations must be submitted, in writing, no later than 2 weeks prior to the clinic in order to receive full reimbursement of the registration fee. All clinics are run on a break even basis.

Cancellations received after the 2 week deadline will be charged a \$50.00 administration fee and “no-shows” at the clinic will receive no reimbursement of the registration fee.

Cheques are not cashed and manuals are not sent until the clinic has been confirmed, two weeks prior to the start of the clinic

Course Conductor Honoraria

Coaching Foundations	\$500.00
Intermediate	\$500.00
Competition Development	\$600.00
Examination	\$ 30.00 per hour level 2 and 3 \$25.00 Coaching Foundation

Travel will be paid for course conductor

Accommodation may be provided dependant upon geography and upon approval of the Executive Director

Note: Honoraria and expenses will only be issued upon (a) receipt of properly completed expense claim form and (b) upon receipt of all paperwork for the clinic

Coaching Certification Clinics Administration

The following process will be followed for the Administration of Coaching Certification Clinics:

- Clinic Schedule set with Course Conductors
- Squash Ontario will contact potential Host Clubs regarding availability

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- Instructors will be chosen on rotational basis (within geographical reason) and based on activity in the previous two seasons
- Squash Ontario will confirm Instructor and give Host Club contact name and number
- Call Host Club with instructor name and number
- Squash Ontario will set registration deadlines
- Squash Ontario will publicize clinic through mailing and website
- Squash Ontario will process registrations
- After closing registrations, Squash Ontario will send to Course Conductor:
 - course register
 - expense claim form
 - clinic participant letter
 - clinic evaluation forms
- After closing registrations, Squash Ontario will send to participant:
 - clinic participant letter
 - certification manual
 - t-shirt
 - directions to Host Club
- After clinic, Course Conductor will send to Squash Ontario:
 - completed course register
 - expense claim form
 - completed evaluation forms
 - any extra materials
- Squash Ontario will verify number of participants
- Squash Ontario will review and process expense claim form
- Squash Ontario will enter participants into database
- Squash Ontario will enter clinic into database
- Squash Ontario will copy register and forward to Squash Canada
- Squash Ontario will file clinic paperwork

Coaching Forms

Squash Ontario will make all coaching program forms available for download in the coaching section of the Squash Ontario website.

SCHOOL SQUASH

Honoraria

One hour

\$25.00 to be paid by Squash Ontario

Additional hours to be paid by the school

Travel expenses will be paid for the instructor.

Other Government Grant Programs (if applicable)

Salary and expenses to be reviewed by Executive Director and chair of appropriate committee annually and adjusted accordingly

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WEBSITE

Content

All content on the Squash Ontario web site is the property of Squash Ontario and is subject to the Approval of Squash Ontario

Links

Links are defined as web sites for which Squash Ontario provides a link from its personally managed web site.

When requested, Squash Ontario will provide a link to the web site of a region of Squash Ontario Provided the site is endorsed by the Regional Executive of the particular region and all content is Consistent with the policies of Squash Ontario

At its discretion, Squash Ontario will provide a link to the web site of one of its supporters, sponsors or member facilities. A link should not be seen as an endorsement of any particular product or Facility, but rather as a benefit of membership or partnership with Squash Ontario. Links are not provided for any fixed period of time and can be withdrawn at the discretion of Squash Ontario

Links to any other sites from Squash Ontario web site are at the sole discretion of Squash Ontario and Can be added or removed as the corporation deems necessary. All links must be consistent with the Policies of Squash Ontario

Purchasing Space on Web Site

As part of its sanction fee, Squash Ontario will include a PDF of a club's tournament poster within the Tournament Schedule

All member facilities of Squash Ontario receive a complimentary listing of their name and telephone number on the web site. In addition, Squash Ontario will also publish a member club's web site address.

Advertising rates for the web site are available and are subject to change by the Board of Directors. The rates shall be listed on the web site.

PROVINCIAL / NATIONAL RELATIONSHIP

National Meetings

- The Board of Directors of Squash Ontario will send a voting delegate to all national meetings. In most cases, the voting delegate will be the president of the Corporation
- The Board of Directors will assess the need to send other Board members to national meetings after reviewing agendas for those meetings
- The Executive Director will attend all national annual meetings in order to provide information and background to the President
- The Board of Directors will assess the need to send other professional staff to national meetings after reviewing agendas for those meetings
- The Board of Directors will assess the need to send an Ontario delegate to any other national meeting, which may be called from time to time.
- All Ontario voting delegates with the exception of the President who is attending the national annual meeting, must be approved by the Board of Directors

INTER-PROVINCIAL RELATIONSHIPS

Any squash club or facility outside of the Province of Ontario may apply for membership in Squash Ontario provided that squash club or facility is already a member in good standing of the squash association in the province in which the club or facility is located.

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No programs of the Corporation are available to clubs outside of the Province of Ontario unless the club is a member in good standing of the Corporation and of its own provincial squash association.

LIABILITIES

Exclusion of Liability for Certain Acts or Events

The Corporation shall indemnify and hold harmless out of the funds of the Corporation each Director and Officer from and against any and all claims, demands, actions or costs, which may arise or be incurred as a result of occupying the position or performing the duties of a Director or Officer.

The Corporation shall not indemnify a Director or Officer or any other person for acts of fraud, dishonesty, or bad faith.

The Corporation may purchase and maintain insurance for the benefit of its Directors and Officers as the Board may determine.

DISPOSITION OF PROPERTY ON DISSOLUTION

Upon dissolution of the Corporation and after the payment of all debts and liabilities, the remaining property of the Corporation shall be distributed or disposed of to registered charitable organizations, which carry out their work solely in Canada.

RECOGNITION PROGRAM

Special Achievement Award

Shall be presented at the discretion of the Board of Directors, usually at the annual meeting of members

Special Corporate Achievement Award

Shall be presented at the discretion of the Board of Directors, usually at the annual meeting of members

Coaching Achievement Award

Shall be determined through a nomination and selection process approved by the Board of Directors. The award shall be presented usually at the annual meeting of members

Jim Mason Junior Fair Play Award

Two recipients, one male and one female, shall be determined through a nomination and selection process approved by the Junior Advisory Committee. The awards shall be presented annually, the location of which will be determined by the Junior Advisory Committee

Past President's Award

Shall be presented to each past president upon retirement, usually at the annual meeting of members

Honorary Membership

Recipients shall be people who have made a very significant contribution to Squash Ontario, to the game of squash provincial, and to the game of squash nationally and internationally.

Honorary Memberships must be approved by the Board of Directors

Certificates of Achievement

Recipients shall be nominated by the regions and shall be those people or corporations who have made a contribution to squash in the region or to Squash Ontario

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A Certificate of Achievement shall be conferred by the Board and will usually be presented at the annual meeting of members

ONTARIO SQUASH HALL OF FAME

The Ontario Squash Hall of Fame has been established to recognize individuals, builders, players, coaches, and officials, for outstanding achievement and/or for contributions to the sport of squash in Ontario. The Ontario Squash Hall of Fame is governed by an independent Board of Governors under the auspices of the Squash Ontario Board of Directors

Role of the Board of Governors

- oversee the management of the Hall of Fame, located at The Club at White Oaks, Niagara on the Lake
- ensure the Hall of Fame is updated on a regular basis
- manage the biennial induction program, including but not limited to nominations process, selections, dinner, etc.

Composition of the Ontario Squash Hall of Fame Board of Governors

- a Past President of Squash Ontario, appointed by the Squash Ontario Board of Directors
- 4 members, two male and two female, representing various decades
- Shall serve 3 x 2 year terms to a maximum of 6 years

The Board of Governors shall operate at arm's length from Squash Ontario but shall be accountable to Squash Ontario in terms of budget.

Eligibility to the Ontario Squash Hall of Fame

I.1. Athlete

- Any Ontario resident who has achieved extraordinary success as a competitor in amateur or professional squash. Athlete nominees shall not be considered until after a two (2) year waiting period following retirement from major championship competition.

I.2 Other

- Any Ontario resident who has made an extraordinary contribution to amateur or professional squash in Ontario other than as a competitor. Builder nominees may be either active or inactive at the time of their consideration. This would include coaches, officials, and volunteers.
- Members of the Board of Directors and the Selection Committee are eligible for election as Honoured Members.

In evaluating nominations, the selection committee will place equal weight on the nominee's personal character and integrity

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APPENDICES

- (1) Constitution and Bylaws
- (2) Harassment Policy
- (3) Members' Discipline Policy (April 2008)
- (4) Appeals Policy
- (5) Privacy Policy
- (6) Conflict of Interest Policy
- (7) Eyeguard Policy
- (8) Risk Management Policy
- (9) Organization Flow Chart
- (10) Organizational Structure of Squash Worldwide
- (12) Regional Boundaries of Squash Ontario Map
- (13) Coaching Flow Chart
- (14) Officiating Flow Chart
- (15) Junior Competitive Structure
- (16) Senior Athlete Development Model
- (17) Membership Benefits and Services
- (18) Professional Staff Evaluation Process
- (19) Confidentiality Agreement (approved December 2007)

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