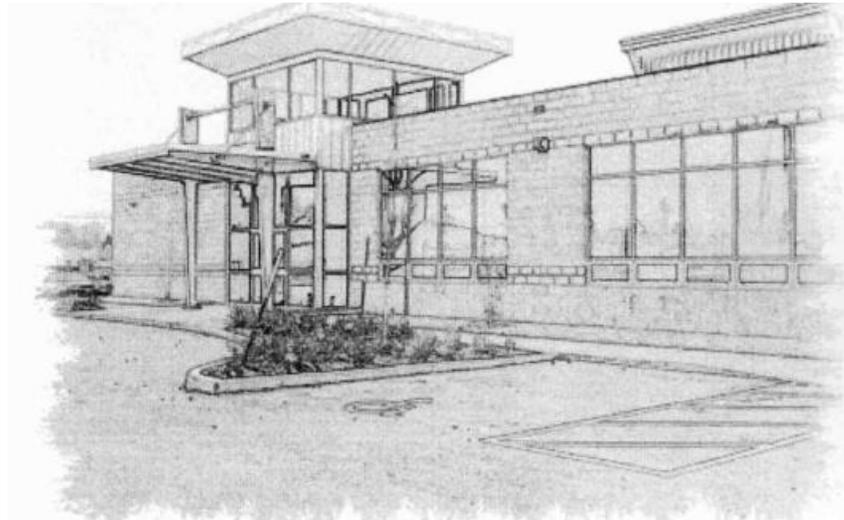


Royal Kingston Curling Club

Policy & Resource Manual



REVISED: NOVEMBER 2021

PREPARED BY THE R.K.C.C. BOARD OF DIRECTORS

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General

1.0 Preface

This document is intended to serve as a resource and reference manual for members, committee chairpersons, and directors. The Resource Manual, like the Board's Strategic Business Plan, is intended to be a living document. As our bylaws evolve to reflect changing times and as our Committees find new and more efficient ways to accomplish their goals and objectives regular updates will be made.

2.0 Letters Patent

The Letters Patent of the Royal Kingston Curling Club are included in this manual as Appendix 1. They were issued in 1996, when the Club was located at 75 Clergy Street West. While the Letters Patent are still in effect, the address of the Club has changed to 130 Days Road, Kingston.

3.0 Bylaws

The Bylaws of the Royal Kingston Curling Club are included in this manual as Appendix 2.

The Board of Directors

4.0 Role, Responsibilities and Powers of Board of Directors

4.1 Role of the Board

The role of the Board is to govern and manage the affairs of the Royal Kingston Curling Club (RKCC).

This role is implemented through:

- Policy Formulation – establish policies to provide guidance to those empowered with the responsibility to manage the operations of RKCC.
- Decision Making – choose from alternatives which are consistent with Board Policies and that advance the goals of RKCC.
- Oversight – monitor and assess organizational processes and outcomes.

4.2 Responsibilities and Powers of the Board of Directors

Each director is responsible to act honestly, in good faith and in the best interests of RKCC and in so doing, to support RKCC in fulfilling its mission and discharging its accountabilities. The Board composition should strive to be a reflection of the membership, to the maximum extent possible. The Board is responsible for:

4.2.1 Strategic Planning and Mission, Vision and Values

- Develop, review and update, on a regular basis, the mission, vision and values in relation to the provision, within available resources, of appropriate programs and services in order to meet the needs of identified stakeholders.
- Ensure that the club develops and adopts a strategic plan that is consistent with the club's mission and values, which will enable the club to realize its vision. The Board participates in the development of and ultimately approves the Business Strategic Plan.
- Oversee club operations for consistency with the strategic plan and strategic directions.
- Receive regular briefings or progress reports on implementation of strategic directions and initiatives.
- Ensure that its decisions are consistent with the strategic plan and the club's mission, vision and values.
- Annually conduct a review of the strategic plan as part of a regular annual planning cycle.

4.2.2 Quality and Performance Measurement and Monitoring

- Establish a process and a schedule for monitoring and assessing performance in areas of Board responsibility including:
 - Fulfillment of the strategic directions in a manner consistent with the mission, vision and values

- Oversight of management performance
- Quality of club services
- Financial conditions
- External relations
- Board's own effectiveness
- Ensure that management, through the Board committees, has identified appropriate measures of performance.
- Monitor, on a monthly basis, club and Board performance against Board-approved performance standards and indicators, in keeping with the strategic plan.
- Ensure that management has plans in place to address variances from performance standards indicators, and the board oversees implementation of remediation plans.
- Ensure that the facilities, the working environment and staff awareness are focused on creating a site that is safe for curlers, staff, volunteers and visitors.
- Ensure that an occupational health and safety program and an environmental program are in place and report regularly to the Board.
- Ensure the ethical behavior and compliance with requirements of all relevant legislation and regulations in the operation of the club.
- Ensure the conduct of business with sensitivity to the cultural, linguistic, religious, ethnic and geographic characteristics of the communities served.

4.2.3 Financial Oversight

- Steward financial resources including ensuring availability of, and overseeing allocation of, financial resources.
- Approve policies for financial planning and approve the annual operating and capital budget, with or without amendments, by July 31st.
- Monitor financial performance against budget and ensure the organization operates within its approved budget.
- Approve investment policies, monitor compliance and borrow money on credit of the Club for the exclusive use of the Club.
- Issue, sell or pledge securities (including bonds, debentures, debenture stock or other like liabilities) of the Club, but no invitation shall be extended to the public to subscribe for any such securities.
- Charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Club, including book debts, unpaid calls, rights, powers, franchises and undertaking to secure any such securities or any money borrowed or other debt or any other obligation or liability of the Club.
- Cause all monies of the Club to be deposited in the Club's bank and in the amount received by the Club. The bank of the Club shall be the bank from time to time designated by the Board of Directors.
- Ensure the accuracy of financial information through oversight of management and approval of annual audited financial statements.
- Ensure that management has put measures in place to ensure the integrity of internal controls.
- Recommend to the members for appointment, a licensed Auditor and hire a competent accounting firm to maintain the financial records of the club and other associated duties.

- Establish key financial objectives that support the organization's goals and mission.
- Ensure that optimal utilization of resources is a key focus and the organization operates within its approved budget.

4.2.4 Oversight of Management Including Selection, Supervision and Succession Planning of the Club Manager

- Recruit and supervise the club manager by:
 - Developing and approving the manager's job description
 - Undertaking a manager recruitment process and selecting the manager
 - Reviewing and approving the manager's annual performance goals
 - Reviewing the manager's performance and determining the manager's compensation
- Ensure succession planning is in place for all management.
- Exercise oversight of the manager's supervision of other employees as part of the manager's annual review.
- Establish a Standing Committee on Personnel, as described in Section 20 of this manual, consisting of the Past President, Vice-President and the President, who chairs the committee.

4.2.5 Risk Identification and Oversight

- Be knowledgeable about risks inherent in club operations and ensure that an appropriate risk analysis is performed as part of Board decision-making.
- Oversee management's risk management program.
- Ensure that appropriate programs and processes are in place to protect against risk.
- Identify unusual risks to the organization and ensure that there are plans in place to prevent and manage such risks.

4.2.6 Stakeholder Communication and Accountability

- Identify club stakeholders and understand stakeholder accountability.
- Ensure the organization appropriately communicates with stakeholders in a manner consistent with accountability to stakeholders.
- Contribute to the maintenance of strong stakeholder relationships.
- Advocate on behalf of the club with stakeholders, where required, in support of the mission, vision and values and strategic directions of the club.

4.2.7 Governance

- Be responsible for the quality of its own governance.
- Evaluate the performance of the Board on a regular basis.
- Establish governance structures to facilitate the performance of the Board's role and enhance individual director performance.

- Recruit skilled, experienced and qualified Board members.
- Ensure ongoing Board training and education.
- Assess and review its governance through periodically evaluating Board structures including board recruitment processes and board composition and size, number of committees and their Terms of Reference, processes for appointment of committee chairs, processes for appointment of board officers and other governance processes and structures.
- Recommend to the Members changes in those Articles of the Bylaw pertaining to the Board
- Promote an environment that encourages open and frank discussion and respect for different points of view.
- Appoint such officers as it may deem advisable and prescribe their duties. The actions of such officers and committees shall be at all times subject to revision and control by the Board of Directors.
- Appoint such standing committees as it may deem advisable and prescribe their duties.
- Fill vacancies that may occur in any office and appoint or dismiss, with due cause, any employee of the Club.
- Make rules and regulations for the proper management and control of the Club's affairs. Authorize rules and regulations made by its committees and enforce the Club's bylaws and any prescribed penalties.
- Prepare and approve, with or without amendments by July 31st, in consultation with the Curling Committee and the Club Manager, the annual calendar of the Club.
- Make and execute contracts on behalf of and in the name of the Club or authorize its officers to do so.
- Delegate to one or more of the Directors or officers of the Club, as may be designated by the Directors, all or any of the powers conferred by the foregoing clauses of this bylaw to such an extent and in such a manner as the Board of Directors shall determine at the time of each delegation.
- Give indemnities to a Director or other person who has undertaken or is about to undertake any liability on behalf of the Club or any Company controlled by it and secure any such Director or person against loss by giving him/her by way of security a mortgage or charge upon the whole or any part of the real and personal property, undertaking and rights of the Club.
- Establish membership privileges of the Club as well as the circumstances under which they may be withdrawn.

4.2.8 Legal Compliance

- Establish appropriate processes to ensure compliance with all legal requirements.

5.0 Board Structure

5.0 Board Structure Members' Guidelines and Orientation

POLICY AND RESOURCE MANUAL

Members should review the Policy and Resource Manual and more specifically what their role entails and the terms of reference for their position.

RKCC GENERAL EXPECTATIONS

Support RKCC's strategic planning, mission, vision and values

Suggest possible nominees to the Board who are people of achievement and who can make significant contributions to the work of the Board and the progress of RKCC

Serve actively on committees of the Board as requested by the Chair.

Attend activities and events sponsored by RKCC whenever possible.

Have a meeting with the person that they are taking over for, if possible. They can give an update of where things are being left, what is outstanding and any other advice

COMMITTEE AND MEETING RESPONSIBILITIES

Discuss the importance of forming a good committee and having a Vice Chair and a succession plan in place

Prepare for and participate in the RKCC monthly Board meetings and scheduled committee meetings. If unavailable for any meeting notify the secretary of the Board in advance of that meeting.

Ask timely and substantive questions at Board and committee meetings consistent with personal conscience, convictions, and ethics, while supporting the majority decision on issues decided by the Board.

Maintain confidentiality of the Board's executive sessions, and speak for the Board or RKCC only when authorized to do so.

Suggest agenda items for Board and committee meetings to ensure that significant policy-related matters are addressed.

Note: See RKCC Website for copies of Board Minutes for further reference.

ROBERT'S RULES OF ORDER AND MEETING ETIQUETTE

Reports should be submitted to the Board Secretary two days prior to the meeting; otherwise, the report will be put forward to the next meeting

Members have a responsibility to read the material BEFORE the meeting

What Happens at a Meeting? – review a sample agenda

How decisions are made at a meeting: Handling motions

Motion is made

Motion is seconded

Motion is now “on the table” or “on the floor”

Motion only is debated – merits of the motion

Remember to debate issues, not personalities

Remarks must relate to the motion under discussion – must be germane (must have bearing on whether the pending motion should be adopted).

Chair asks: Is there further debate? Are you ready for the question?

The question is on the adoption of the motion – vote

Yes

No

Abstentions (not counted as a vote)

Examples of how to make particular motions:

After being recognized by the Chair to speak:

Motions can be made

To amend

To refer the motion to a committee

That the vote be counted

That the previous question be called – this will close the debate

That debate be limited to one speech of three minutes for each member

To postpone the question to the next meeting

Note: A complete copy of Robert's Rules of Order is available in the Club Manager's office for further reference

AVOIDING CONFLICTS OF INTEREST

See Policy and Resource Manual for further details (Appendix 2, Section 15)

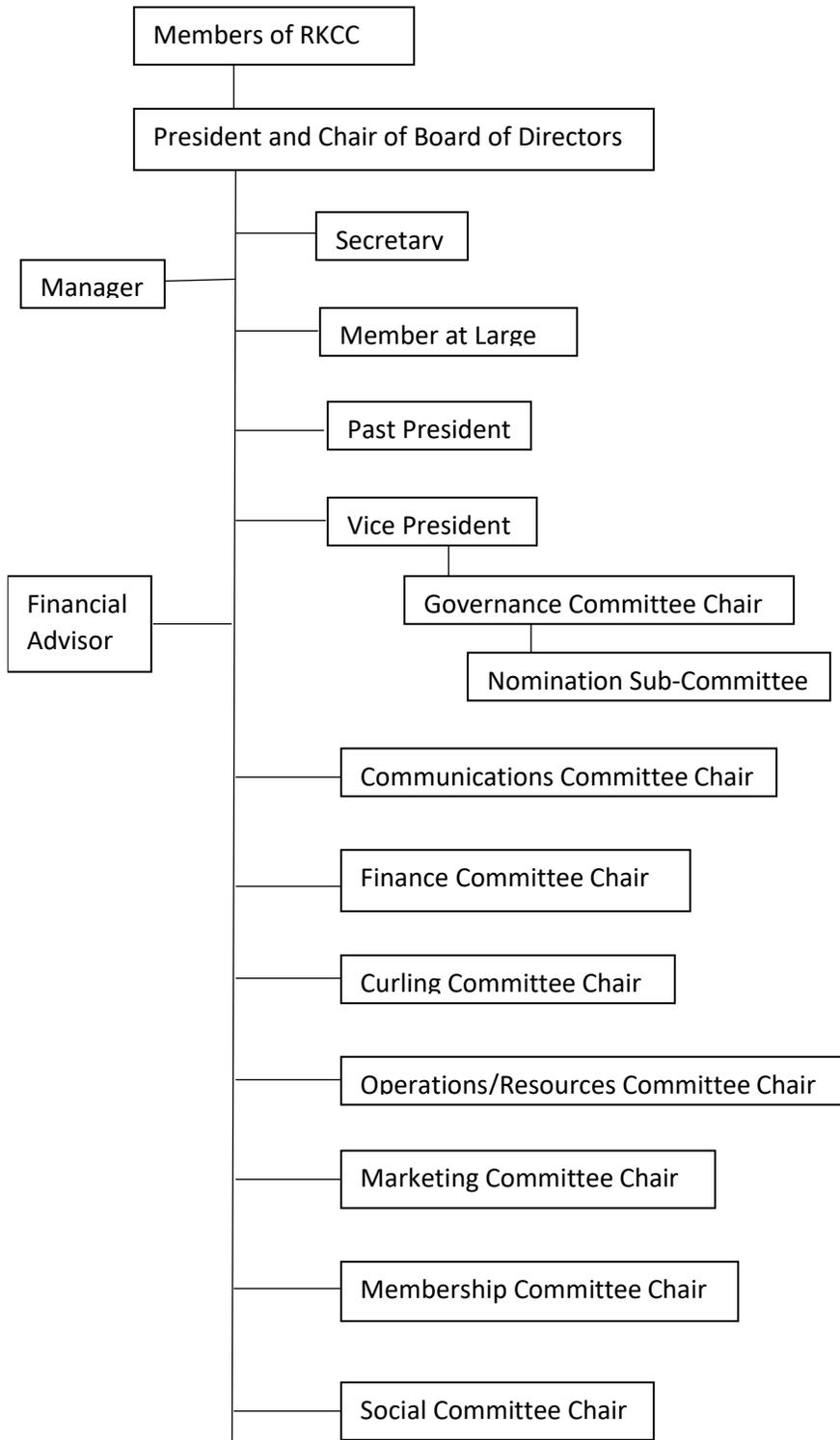
FIDUCIARY RESPONSIBILITIES – Review for New Members

Meet with the President to discuss what is expected of them and to go over any concerns

Set date one month before the appointment begins

It should be the Governance Committee Chair's responsibility to ensure this meeting is arranged in a timely manner.

The following diagram depicts the Board Structure of the Royal Kingston Curling Club



6.0 Board of Directors Annual Work Plan

Responsibility	Dates											Board Action	Source
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	AGM		
Strategic Plan		X										Review & approve	Governance
Annual Goals & Objectives	X											Develop and approve	SMC
Annual Goals & Objectives			X			X		X		X		Assess & recommend	Committees
Annual Budget / Operating Plan							X					Review & approve	Resources
Financial Performance	X		X		X			X		X		Review & approve	Resources
Auditor's Report					X							Assess & approve	Resources
SMC Succession Plan			X									Review & approve	Governance
HAA Submission								X				Review & approve	SMT, Resources
Board Assessment / Development									X			Assess & recommend	Governance
Enterprise Risk Management Plan					X							Review & approve	Governance
CEO/COS Performance/Compensation						X						Review & approve	Governance
Board Succession								X				Review & approve	Governance
Appoint Committees & Chairs								X				Review & approve	Governance
Appoint Board Chair & Officers										X		Nominate & approve	Board/Members
Board Work Plan	X											Develop and approve	Governance
Committee Work Plans		X										Review & approve	Committees
Mission, Vision Values		X										Review & approve	Governance
Policy Development / Upgrades	X	X	X	X	X	X	X	X	X	X		Review & approve	Committees
Quality of Service Plan	X											Review & approve	PCC
Quality of Service Assessment								X				Review	PCC
Credentialing Professional Staff			X				X					Review & approve	PAC
Enterprise HR Annual Plan		X										Review & approve	Resources
Research Projects / Progress				X		X			X			Assess & recommend	PAC
Ethics Education / Deployment		X			X			X				Review & recommend	Ethics
Board Education/Development	X	X	X	X	X	X	X	X	X	X		Arrange	Governance
Recognition	X	X	X	X	X	X	X	X	X	X		Acknowledge	SMC/Committees
Committee Reports	X	X	X	X	X	X	X	X	X	X		Review & approve	Committees

OCA Funding Policy for teams representing RKCC at competitions	x												Review & approve	Board
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7.0 Role and Responsibilities of the Board Chair

7.1 Role: The Board Chair is the leader of the Board.

- Ensuring the integrity and effectiveness of the Board’s governance role and processes.
- Presiding at meetings of the Board and semi-annual Club membership meetings.
- Representing the Board within the Club and the Club within the community.
- Maintaining effective relationships with Board members, the Club Manager, and Stakeholders.

7.2 Responsibilities of the Board Chair

7.2.1 Board Governance

The Board Chair ensures the Board meets its obligations and fulfils its governance responsibilities. The Board Chair oversees the quality of the Board’s governance processes including:

- Ensuring that the Board performs a governance role that respects and understands the role of management.
- Ensuring that the Board adopts an annual work plan that is consistent with the Club’s strategic directions, missions, and vision.
- Ensuring that the work of the Board Committees is aligned with the Board’s role and annual work plan and that the Board respects and understands the role of Board Committees and does not redo committee work at the Board level.
- Ensuring Board succession by ensuring there are processes in place to recruit, select, and train Board Directors with the skills, experience, background, and personal qualities required for effective Board governance.
- Ensuring that the Board and individual Board Directors have access to appropriate training.
- Overseeing the Board’s evaluation processes and providing constructive feedback to individual committee chairs and Board Directors as required.
- Ensuring that the Board’s governance structures and processes are reviewed, evaluated, and revised annually.

7.2.2 Presiding Officer

The Chair is the presiding officer at Board meetings, semi-annual meetings of all Club members, and special meetings. As the presiding officer at these meetings, the Chair is responsible for:

- Setting agendas for Board meetings and ensuring matters dealt with at Board meetings appropriately reflect the Board's role and annual work plan.
- Ensuring that meetings are conducted according to applicable legislation, Club bylaws, governance policies, and Rules of Order (Roberts Rules of Order).
- Facilitating and forwarding the business of the Board, including preserving order at Board meetings.
- Encouraging input and ensuring that the Board hears both sides of a debate or discussion.
- Encouraging all Board Directors to participate.
- Facilitating the Board in reaching consensus, or achieving decisions by simple majority vote (quorum of fifty percent).
- Ensuring relevant information is made available to the Board in a timely manner, and that external advisors are available to assist the Board as required.
- Ruling on procedural matters during meetings.

7.2.3 Representation

- The Chair is the official spokesperson for the Board.
- The Chair represents the Club in the community and to its various stakeholders.
- The Chair reports on behalf of the Board to Club members at each Annual General and Semi-Annual General Meeting.
- The Chair represents the Board within the Club, attending and participating in events as required.
- The Chair represents the Board in dealings with government and regulatory authorities.

7.2.4 Relationships

- The Board Chair facilitates relationships with, and communication among, Board Directors, and between Board Directors, and the Club Manager.
- The Board Chair establishes a relationship with individual Board Directors, meeting with each Board Director at least once a year to ensure that each Board Director contributes his/her special skill and expertise effectively.

- The Board Chair provides assistance and advice to committee chairs to ensure they understand Board expectations and have the resources that are required for performance of their respective committee's Terms of Reference.
- The Board Chair maintains a constructive working relationship with the Club Manager, providing advice and counsel as required:
- The Board Chair works with the Club Manager to ensure he/she understands Board expectations.
- The Board Chair ensures the Club Manager's annual performance objectives are established, and an evaluation of the Club Manager's performance is performed

7.2.5 Other Duties

- The Board Chair chairs the Personnel Committee as described in Section 20 of this manual.
- The Board Chair performs such other duties as the Board determines from time to time.

7.3 Skills and Qualifications

The Board Chair will possess the following personal qualities, skills, and experience:

- All of the personal requirements of a Board member.
- Proven leadership skills.
- Good strategic and facilitation skills, ability to influence and achieve consensus.
- Act impartially and without bias.
- Tact and diplomacy.
- Powerful communicator.
- Political acuity.
- Must have the time to continue the legacy of building strong relationships between the Club and Stakeholders.
- Ability to establish trusted advisor relationship with the Club Manager, and other Board Directors.
- Governance and Board level experience in the Club.
- Outstanding record of achievement in one or several areas of skills and experience used to select Board members.

7.4 Term

The Board Chair will serve a term of one year.

7.5 Amendment

The Board may amend this role description

8.0 Role and Responsibilities of Vice President

- In the absence of the Chair, the Chair duties shall be performed by the Vice President
- Chair of the Governance Committee
- Officer of the Board as outlined in the Club Bylaws, and participates as a vital part of the leadership of the Board
- Maintains knowledge of the organization and personal commitment to its goals and objectives
- Attends all Board meetings
- Chair of the RKCC Board Nomination Committee, duties as described under Bylaw Section 7.1.3 - Directors
- Member of the RKCC Board Personnel Committee, duties and responsibilities as outlined in Section 20 of this manual.

9.0 Role and Responsibilities of Board Secretary

As documented in Article 8.2.3 of the Corporation's By-laws, the role of the Secretary shall be to:

- Attend and keep a record of all matters transacted at all meetings of the Board of Directors.
- Have, with the President, custody of the Corporate Seal, to affix the same to any document, and to execute any documents as instructed by the Board of Directors.
- Maintain such books, registers and documents as may be required by law from time-to-time, including, but not limited to:
 - A copy of the Letters Patent and supplementary Letters Patent of the Club;
 - A copy of all bylaws and special resolutions of the Club;
 - A register of the Directors.
 - A copy of the Board Policy Manual

The position description is repeated here in order to incorporate the following work plan for this position, which may change from time to time.

9.1 Secretarial Work Plan

Responsibility	Dates												Action	
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Attend all Board of Directors Meetings	x	x	x	x	x	x	x	x	x	x	x	x	x	Attend all meetings or have someone record minutes if you are unable to attend.
Keep a record of all matters transacted at these meetings	x	x	x	x	x	x	x	x	x	x	x	x	x	Record minutes and distribute in In timely manner
Once minutes have been approved, have president or representative sign approved minutes	x	x	x	x	x	x	x	x	x	x	x	x	x	File approved and signed minutes in secretary's binder.
Maintain books, registers and documents as may be required by law	x	x	x	x	x	x	x	x	x	x	x	x	x	All bylaws Special resolutions Record of motions Register of Directors
Prepare and distribute agendas for monthly meetings	x	x	x	x	x	x	x	x	x	x	x	x	x	Prepare draft agendas Distribute draft agendas Prepare final agenda Distribute final agenda
Prepare and distribute agendas for AGM and SAGM					x									Ensure enough copies of agenda are available for distribution at meetings
Ensure advertising is done in advance for AGM and SAGM and minutes are posted for membership					x									Post minutes and poster advertising AGM and SAGM meetings. Make sure meetings are advertised on sign and on website.
Ensure enough copies are available of minutes for approval and financial													x	Copies of minutes of previous general meeting must be available for membership as well as copies of

and auditors' statements as applicable														financial statements and auditors' statement (for AGM only)
Keep a record of all matters transacted at the AGM and SAGM							x						x	Record minutes and distribute in timely manner
Confirm attendance of board members	X	X	X	X	X	X	X	X	X	X	X	X	X	Keep record of attendance
Maintain permanent record of minutes and post passed minutes	X	X	X	X	X	X	X	X	X	X	X	X	X	Keep binder of minutes, post approved minutes in the office, at the bar and on the website
Update monthly Summary sheet of Board Minutes	X	X	X	X	X	X	X	X	X	X	X	X	X	Update summary sheet and distribute to Board Members
Maintain a copy of the RKCC Board Policies and Procedures Manual	X	X	X	X	X	X	X	X	X	X	X	X	X	Keep copy of Policies and Procedures Manual
Perform other duties as required	X	X	X	X	X	X	X	X	X	X	X	X	X	

10.0 Responsibilities of the Past President

- Attends all Board meetings
- Duties and responsibilities, as described under Bylaw Section 7.1 Directors
- Past President is a member of the Personnel Committee

11.0 Role and Responsibilities of the Member-At-Large (MAL)

11.1 Role

- **Membership Representative**

First and foremost, the MAL is a spokesperson for the members of RKCC. The MAL acts as a representative for the general membership on issues of interest and concern, particularly those that arise outside of the standing committee structure. The focus should be on how any policies and procedures the Board of Directors wishes to enact will affect the members.

- **Ad Hoc Committee Leadership**

The MAL proposes, or as assigned by the Board, projects to further the goals of the organization or to develop services for the membership. The MAL could serve as chair of any ad hoc committee formed to develop and implement these projects.

- **Serving the Board of Directors**

The MAL serves on the Board of Directors and supports the Board in its decisions. The MAL is also a contributing member of the Governance Committee

11.2 Responsibilities

- The MAL establishes communication processes with the membership and communicates their issues, needs and interests to the Board of Directors and/or its Standing Committee Chairs as appropriate. The MAL also ensures that adequate feedback is provided regarding positions and actions taken by the Board as a result.
- In conjunction with the Club Manager, and at the direction of the Board, proposes and leads exploratory or operational ad hoc committees to perform some aspect of the Club's business that generally falls outside of the responsibilities of a standing committee.
- The MAL is responsible for knowing what is going on with the Club so that effective participation enhances discussion as to the overall operations of the Club. The MAL will be required to have enough knowledge on a topic to be able to make an informed vote on that topic. When outside of Board meetings, the MAL needs to be able to represent the Club to the best possible extent.

11.3 Skills and Attributes of Member-At-Large

- Acts in good faith, honesty and integrity in the best interests of RKCC and its members.
- Experience in management, finance, operations and communications
- Understands and demonstrates commitment to the Club's Mission, Vision and Values.
- Understands and maintains confidentiality

12.0 Governance Committee Terms of Reference

12.1 Role

To advise the Board on matters relating to the Board's governance structure and processes, to evaluate the Board's performance, and to assist the President in the recruitment and education of Board members.

12.2 Responsibilities

- To ensure that there is a Strategic Business Plan in place for the RKCC, that it is reviewed annually and updated if necessary, and approved by the Board;
- To ensure that there are processes in place that promote the Strategic Business Plan, Mission, Vision and Values within the RKCC;
- To establish annual Objectives and Goals for the Board;
- To review, at least on a bi-annual basis, the Bylaws and governance structure of the RKCC;
- To assess, analyze and respond to emerging issues related to the Board of Directors' effectiveness and performance, the operational performance of the Management Committees and report the results to the Board as needed;
- To annually assist the Board Nomination Committee in recommending nominees for Board Director positions;
- To ensure that processes are established and monitored for an effective Board orientation program for new and existing members of the Board;
- To ensure succession planning for the Board of Directors and Officers;
- To advise the Board on the establishment and/or amendment of any new agreements or contracts that require Board approval;
- Assist Personnel Committee in setting performance standards for Club employees, as required;
- To ensure that there is an appropriate and effective Risk Management program in effect at the RKCC;
- To ensure that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Governance Committee meetings as an alternate as needed.

12.3 Membership and Voting

Membership of the Governance Committee will include:

- Vice President (Chair)
- President
- Member-at-Large
- Non-Board Member volunteers (3-5)

Total membership = 6 to 8

Quorum will consist of over 50% of the members

Business arising at a Board Governance Committee meeting shall be decided by a majority vote, including the vote of the Governance Committee Chair. In the event of a tie, the motion is lost. No decision of the Governance Committee shall be binding on the Board until approved or ratified by the Board.

Guests may attend Governance Committee meetings at the invitation of the Governance Committee Chair, otherwise Governance Committee meetings are held 'in camera'. Guests who attend are not entitled to receive the minutes of the meeting, and have no voting privileges.

12.4 Chair

The Vice President of the Board will chair this committee.

12.5 Governance Committee Work Plan

Task	Dates												AGM	SAGM	Committee Action	Responsibility	Recipient
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug					
1 Annual Review of Strategic Business Plan, Mission, Vision and Values											X				Review & Recommend	Governance	Board
2 Ensure processes in place to promote Strategic Business Plan, Mission, Vision and Values within the RKCC												X					
3 Determine Annual Objectives and Goals for the Board.							X								Review & Recommend	Governance	Board
4 Bi-Annual Review of By-laws and governance structure of the RKCC.											X				Review & Recommend	Governance	Board
5 Assess, analyze and respond to emerging issues relating to effectiveness of Board processes									AS NEEDED						Review & Recommend	Governance	Board

and procedures, performance of the Board and Board Committees																		
6 Assist Nomination Committee in recruiting and recommending nominees for Board and Committee positions						X									Review & Recommend	Governance	Nom Comm	
7 Establish an effective Board Orientation program for new members								X							Review & Recommend	Governance	Board	
8 Ensure succession planning for Board Directors and Officers						X									Review & Recommend	Board	Board	
9 Advise Board on the establishment or amendment of any agreements, or contracts that require Board review or approval										ONGOING					Review & Recommend	Governance	Board	
10 Assist Personnel Committee in setting performance standards for Club Employees, as required						X												
11 Ensure an appropriate Risk Management Program is in place at the RKCC and review that program annually						X									Assess & Recommend	Governance	Board	
12 Ensure that a Vice Chair is selected by the Committee at the first meeting of the new Committee at the club AGM (May), who will represent the Chair at Board of Directors and Governance Committee meetings as an alternate as needed										X					Review & approve	Governance	Board	

Governance Committee Work Plan Annual Review					X												
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13.0 Finance Committee Terms of Reference

13.1 Role

The Finance Committee is responsible for developing and managing the finances of the RKCC. This Committee makes financial recommendations, provides direction and is accountable to the Board, on behalf of the members, to ensure that financial stability, viability and sustainable growth are maintained.

13.2 Responsibilities:

- To assist the Finance Committee Chair and Financial Advisor in executing their responsibilities according to the Club Bylaws;
- To develop, maintain and review the Finance Committee Work Plan. This work plan will outline the schedule and time-constrained requirements of the Finance Committee. The Finance Committee Chair will ensure that all members of the Finance Committee receive the Work Plan schedule and schedule changes in a timely fashion;
- To provide the Board with a summary of Finance Committee Objectives and Action Plans for the Curling Year and report results to the Board;
- To ensure excellent communications of Finance Committee activities to the Board, providing regular and semi-annual reports of Finance Committee activities to all members, as needed;
- To develop a Finance Committee budget proposal, for Board approval, that encompasses all Finance Committee needs and ensures prudent financial care of the approved budget amount;
- To assist the Nomination Committee in recruiting interested and 'expert' Club members for the position of Financial Advisor and Finance Committee members. Encourage member participation at the Committee level and at the Board level;
- To represent the interests of the curling membership to the Board with regard to the financial goals set out in the Business Plan and to ensure prudent stewardship of Club finances;
- To develop an annual Club Budget that accurately forecasts expected increases in both expenses and revenue to ensure a balanced budget, including the factor of depreciation;
- To assist the other Committees as needed in setting their annual budgets

- To develop a Five-Year Rolling Budget Plan and to review that plan on an annual basis in conjunction with the Board Strategic Plan Review, making changes as necessary. Ensure Board approval is renewed annually for that plan;
- To assist the Board in determining the size of the Club's capital reserves, and in maintaining and augmenting those reserves as capital expenditures for equipment and expansion are developed and approved by the Board. The goal is to build up an adequate reserve to offset the replacement of fixed assets in the future.
- To assist the Board in setting membership fees, fees for rentals, bar fees and other fees as may be deemed necessary.
- To manage cost increases by maximizing the use of revenues from non-curling activities
- To review and make recommendations to the Board on an annual basis for hiring an Auditor.

13.3 Membership and Voting

Membership of this Board Committee will include:

- The Chair of the Finance Committee
- the Financial Advisor,
- the Club Accountant,
- the Club Manager, and
- three non-Board member volunteers.

Total membership of seven (7) committee members, not including the President, who is an ex-officio member of the committee.

The Financial Advisor and Member volunteers will serve a minimum of one two-year term each. Every effort will be made to stagger membership in the Financial Committee to ensure continuity and to foster mentoring of committee members.

Business arising at any Finance Committee meeting shall be decided by majority vote, including the vote of the Finance Committee Chair. In the event of a tie, the motion is lost. No decision of this committee shall be binding on the Board until approved or ratified by the Board.

13.4 Chair

The Chair of the Finance Committee shall serve a one year term.

13.5 Frequency of Meetings and Manner of Call

Committee meetings shall be held quarterly at the call of the Finance Committee Chair with distributed agenda consistent with the defined "work plan" commitments.

13.6 Quorum

A quorum for the Finance Committee meeting shall consist of over 50% of the members.

13.7 Resources:

Auditor's Annual Report

13.8 Reporting:

To the Board of Directors

13.9 Finance Committee Chairperson Role and Responsibilities

13.9.1 Role:

The Finance Committee Chair leads the efforts of the Finance Committee and represents that committee on the Board of Directors.

13.9.2 Responsibilities:

- Represents the financial interests and concerns of the Finance Committee and all members at the Board of Directors.
- As a Board member provides guidance on the broader issues of the financial business of the Club, and may assist as a member of one or more Board Committees.
- As Chair of the Finance Committee calls meetings with the appropriate Agenda defined and resource participation organized.
- The Chair will lead the Finance Committee meetings, designating appropriate record keeping of the proceedings.
- Ensures that Agendas and Minutes of meetings are distributed to appropriate recipients.
- Ensures the Meetings and Agendas reflect the intent and schedule of the Finance Committee Work Plan, as well as, ideas and issues that develop from the members or the Board.
- Ensures that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Finance Committee meetings as an alternate as needed.

13.9.3 Selection, Term, and Prerequisites

The Chair is nominated for a two-year term by the Nominating Committee of the Board of Directors prior to the Spring Annual General Meeting. The nominee should have as a prerequisite at least one-year's prior experience on the Committee. Total years served is delineated by Club bylaws.

13.10 Finance Committee Work Plan

Review Date: March 2010

Task	Dates												Committee Action	Responsibility	Recipient	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	AGM	SAGM				
Rolling 5 Year Plan Review							X							Review & Recommend	Sub-Comm	Board
Long Term Capital Project Review							X							Review & Recommend	Sub-Comm	Board
Short Term Capital Project Review							X							Review & Recommend	Sub-Comm	Board
Annual Budget Assumption Worksheet								X	X					Review & Recommend	Sub-Comm	
Annual Dues and Fees Review							X							Review & Recommend	Sub-Comm	Board
Annual Budget / Operating Plan Approval										X				Review & Recommend	Sub-Comm	Board
AGM Financial Reports											X	X		Review & Recommend	Treasurer	Annual AGM
Auditor's Report	X										X			Review & Recommend	Treasurer	Annual AGM
Monthly Financial Reports	X	X	X	X	X	X	X	X	X	X				Review & Recommend	Treasurer	Board
Objective & Action Plans for Curling Year	X													Review & Recommend	Treasurer	Board
Annual Approval for Auditor Selection	X													Review & Recommend	Treasurer	Board
Financial Committee Structure	X													Assess & Recommend	Governance	Board
Financial Committee Succession	X													Assess & Recommend	Governance	Board
Recruit Financial Committee Members	X													Review & approve	Financial Comm.	Board
Committee Work Plan Review				X										Review & approve	Sub-Comm.	Board
Mission, Vision Values Review				X										Review & approve	Financial Comm.	Board
Financial Committee Policy Review	X			X			X			X				Review & approve	Financial Comm.	Financial Comm.
Financial Committee Meetings	X			X			X			X				Review & approve	Financial Comm.	Financial Comm.
Accountant's Contract										X				Review & Recommend	Treasurer	HR

Manager's Performance/Compensation			X							X			Review & Recommend	Treasurer	HR
Ice Makers Performance/Compensation															

14.0 Communications Committee Terms of Reference

14.1 Role

The Communications Committee is responsible for all communications within the club, such as the website, the newsletter, and the club roster and calendar.

14.2 Responsibilities

- At the beginning of each curling season, in consultation with the Curling Committee, prepare and publish a club roster and calendar and distribute to the membership.
- At the beginning of each curling season, prepare a list of members' email addresses and encourage the use of email and the posting of information on the website, pertaining to the Club
- Prepare and distribute a club newsletter (The Sweep) to the membership at regular intervals.
- Maintain and update the Club website and the club registration process and technology.
- Maintain and update team rosters and schedules on the website.
- Review and update the information on various items of Club Recognition, such as the Donor Board, Wall of Fame, Life Members Plaque, and Past Presidents Plaque.
- Set up and maintain a responsive suggestion system.
- An archivist, who collects historical data donated to the Club serves on this committee.
- Co-ordinate volunteer requirements throughout the club with those members who may be interested in providing service or who have already expressed an interest in doing so.
- At the beginning of each curling season, prepare a summary of the members who have indicated a desire to volunteer to help with certain club activities.
- Ensures that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Communications Committee meetings as an alternate as needed.
- Educate and encourage members to volunteer to help out around the Club, to help run events and to reduce operating costs.

14.3 Membership and Voting

Membership will include, as a minimum, the Chair, the Club Archivist, the Bonspiel Co-ordinator, the Website Manager, the Sweep Editor, the Volunteer Co-ordinator and two other members of RKCC. The Chair of this Committee is a member of the Board of Directors and will serve a one year term..

Business arising at any Communications Committee meeting shall be decided by a majority vote (51%).

14.4 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair, with a distributed agenda consistent with the defined Communications Committee “Work Plan” commitments. See the attached Work Plan schedule.

14.5 Quorum

A quorum for the Communications Committee meeting shall consist of over 50% of the members.

14.7 Reporting

The Communications Committee reports to the Board.

14.8 Communications Committee Work Plan

Responsibility	Date												Committee Action
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Annual Goals and Objectives	X												Develop and Submit
Annual Goals and Objectives					X				X				Assess and Recommend
Annual Budget/Operating Plan									X				Submit
Financial Performance					X				X				Review
Committee Work Plan									X	X			Develop and Communicate
Reports to the Board	X	X	X	X	X	X	X	X	X	X	X	X	Report and Communicate
Communications													
Revise club roster & calendar	X	X											Complete the work
Print club roster & calendar		X											Complete and Report
Update member email list		X											Complete and Report
Summarize volunteer list		X											Complete and Report
Publish Sweep			X		X	X	X					X	Complete and Report
Review and upgrade website	X							X	X	X	X		Complete and Report

Update club information on website		X	X	X	X	X	X	X	X					Complete and Report
Update team lists on website		X	X	X	X	X	X	X	X					Complete the work
Update team schedules on website		X	X	X	X	X	X	X	X					Complete the work
Review & update Donor Board, Wall of Fame, Life Members Plaque, and Past Presidents Plaque											X			Complete and Report
Create and publicize a list of tasks requiring volunteers					x									Compile and communicate
Create a membership inventory of skills that they would be willing to volunteer to RKCC .									x					
Volunteer info on card of intent						x								Compile
Provide a list of volunteers to the Board			x											
Contact potential volunteers (i.e. those members completing one or more volunteer boxes on the card of intent														
Contact appropriate Committee Chairs with a list of volunteers related to their activities.														
Archivist	x	x	x	x	x	x	x	x	x					Collect historical data

15.0 Curling Committee Terms of Reference

15.1 Role

The Curling Committee is responsible for the coordination of all on-ice programs of the individual Curling Sections and promotion of curling skills development, so the needs and requirements of all curling members are met equitably and economically.

15.2 Responsibilities

- To coordinate the competitive structure of curling activities and recognition, allowing growth where needed, and the desired level of competition that meets individual needs and desires, and in doing so, support the goal of the Club to become a centre of excellence for curling in Eastern Ontario;
- To define the daily, weekly, and total year schedule for all organized curling activities and ensure that all members receive the schedule and schedule changes in a timely fashion;
- To ensure linkage with the Operations/Resources Committee concerning ice maintenance needs and the Social Committee concerning bonspiel requirements;
- To ensure that members have a good experience in joining and rejoining the Club, as well as initiation to curling through an efficient and effective registration and orientation process;
- To ensure excellent communications to all curlers regarding activities and events of interest through an appropriate variety of effective methods;
- To ensure that the curling membership is active, involved, providing helpful feedback, and connected with the management of the Club programs through their Section representatives;
- To foster a sense of support for volunteerism through Committee/Section actions;
- To develop a committee budget for Board approval that encompasses all individual Section and overall Curling Committee needs and ensure prudent financial care of the approved budget;
- To represent the curling membership to the Board on policy issues and provide a reflection of curling membership's capability to manage (i.e., potential and planned curling fee changes and other financial plans);
- To develop and organize education, training, and development programs for curlers at all skill levels;
- To provide input to the Operation/Resources Committee on membership feedback related to ice quality;
- To provide the Board with a summary of Objectives and Action Plans for the Curling Year and report results to the Board.
- Ensures that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Curling Committee meetings as an alternate as needed.
- The Bonspiel Chairperson is a member of this committee and provides bonspiel conveners with information on how to advertise, get cash advancements and file reports and most importantly work with the communications people re: website and Sweep.

15.3 Membership and Voting

Membership of this Board Committee will include:

- Curling Section Chairs for Evening Men, Evening Ladies, Day Ladies, Day Men, Mixed, Stick, Juniors, Doubles and U2.
- A Skills Development Chair will serve on the committee responsible for the overall coordination of skills development for new members through to experienced curlers. .
- The club's representative to the Ontario Curling Association will be a member of the committee.
- The Bonspiel Chairperson.
- For specific work activities of the committee, representatives of the Operations/Resources (ice maintenance & quality), the Membership (recruitment events), and Social Committees (bonspiel scheduling) and Club Manager (additional scheduling commitments) will be invited.

Total membership = 11, not including the President who is an ex-officio member of the committee.

Business arising at any Curling Committee meeting shall be decided by a majority vote (50% + 1) including the vote of the Committee Chair. In the event of a tie, the motion is lost. No decision of the committee shall be binding on the Board until approved or ratified by the Board.

15.4 Chair

The Chair is nominated for a one-year term by the Curling Committee and recommended to the Nominating Committee of the Board of Directors prior to the Spring Annual General Meeting. The nominee should have as a pre-requisite; at least one year prior experience as a Section Chair on the Curling Committee, but does not need to be a current Section Chair. There should be no limit on the total years served.

15.5 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined Curling Committee "Work Plan" commitments. See attached Work Plan schedule.

- Each Curling Section Committee will hold two meetings of its section's members per season; one during the first two months of the season and one during the last two months of the season.

15.6 Quorum

A quorum for the Curling Committee meeting shall consist of over 50% of the members.

15.7 Reporting

The Curling Committee reports to the Board of Directors.

15.8 Sub Committees

Curling Section Committees (Evening Men, Evening Ladies, Day Ladies, Day Men, Mixed, Stick, Junior, Doubles, and U2)

Curling Skills Development Committee

15.9 Resources

Club Manager, Operations/Resources Committee Representatives, Social Committee Representative

15.10 Curling Committee Work Plan (updated June 2021)

Responsibility	Issue Date:												Committee Action	Recipient
	Dates													
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Annual Goals & Objectives				X									Develop and Submit	Board & Members
Annual Goals & Objectives	X												Assess & Recommend	Curling Committee
Annual Budget / Operating Plan												X	Submit for next season	Sections
Financial Performance									X			X	Review	Sections
Committee Work Plan	X												Develop and communicate	Board & Members
	Coordination of On-Ice Programs													
Start Curling Schedule							X						Info input, forms, changes	
Complete Curling Schedule			X		X								Coordinate needs, Finalize	
Monthly Calendar review						X	X	X	X	X	X	X	Review	Curling Committee
Communications for Season Start				X	X								Sweep, Website, email	Members

Rating system review/roster input						X							Input by Section for Roster	Members
Championship weekend Planning								X	X	X	X	X	Planning	Members
Review Mandate and Terms of Ref	X						X						Review & Recommend	Board
Policy Development / Upgrades					X				X				Review & Communicate	Sections/Members
Curling Committee Reports to Board	X	X	X	X	X	X	X	X	X	X	X	X	Chairperson	Board
Curling Handbook Review and Update and reissue(archive)				X									Sub-Comm develop	Curling Committee
Revise curling section info on website		X				X							Curling Committee	Members
Bonspiel Chair					X	X	X	X	X	X	X	X	Meet with Bonspiel convenors To review practices	Sections/Members
Skills Development Program														
Define Skills Dev Chair and Committee	X												Define roles and candidates	
Skill Needs and Wants Assessment				X									Section surveys	
Development Program						X							Define Work Plan & Execute	

PRINCIPLES FOR CLUB CALENDAR CREATION (effective April 28th, 2021)

- 1) The Club Calendar for the upcoming season must be approved no later than the July Board meeting.
 - The Curling Committee and the Club Manager shall collaborate on the creation of a draft Club Calendar before it is presented to the Board for approval. The draft Club Calendar should contain:
 - Proposed club league play based on Curling Committee Guiding Principles,
 - Proposed bonspiels (internals and invitationals), and
 - Proposed external bonspiels and events (such as CurlON provincial/national events and other third party bonspiels).
- 2) After Board approval, the Club Manager will supervise and administer the master Club Calendar of ice usage (in conjunction with the Curling Committee). The Club Manager will also co-ordinate ice rentals, including the collection of rental agreements and fees.
 - Written requests for changes should be given to the Club Manager in a timely manner. This allows the Club Manager time to make a decision and communicate it to the appropriate parties. This includes, but is not limited to, the arranging of staff needed for the scheduled event.

16.0 Operations/Resources Committee Terms of Reference

16.1 Role

The role of this committee is, on behalf of the Board, to develop policies, make decisions and provide oversight of the operations of the Club and to provide stewardship of the non-financial resources of the Club.

16.2 Responsibilities

- To provide a well maintained curling and multifunctional facility by:
- To ensure a safe environment is provided for all employees and members and guests.
- creating and improving processes and systems in our operations,
- ensuring maintenance practices are in place and followed,
- resolving issues related to the operation and maintenance of the facility, and
- responding to Club member needs in a timely and responsible manner;
- To provide ice quality management by:
- maintaining and improving ice quality systems and processes,
- ensuring procedures are adequate to deliver excellent ice quality as perceived by the curling membership and surveyed on a regular basis, and
- ensuring ongoing training and development of all operations personnel;
- To develop an Annual Operations Plan for the Club with associated budgets covering operating and capital requirements and to have the plan approved by the Board;
- To develop and maintain performance metrics for the operations of the Club, including benchmarks from similar clubs, and to report the status of progress to the Board on a regular basis;
- To respond to Club's requests for new or additional facilities, whether curling related or not, by assessing the requirements, the cost and the implications for the operations of the club and reporting the results back to the Board.
- To Determine any needs or improvements to the operation of the kitchen
- Determine any needs or improvements to the operation of the bar.
- Ensure that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Operations/Resources Committee meetings as an alternate as needed.

16.3 Membership and Voting

Membership of this Board Committee will include:

- the Ice Technician
- a Curling Committee Representative
- a Lounge Enhancement Committee Representative and
- three or four member volunteers.

Total membership = 6 to 7 members, not including the President who is an ex-officio member of the committee.

Business arising at any Operations/Resources Committee meeting shall be decided by a majority vote including the vote of the Chair. In the event of a tie, the motion is lost. No decision of the Committee shall be binding on the Board until approved or ratified by the Board.

16.4 Chair

The Chair shall be nominated from within members of the Committee, and confirmed by majority vote of Committee members, for a one year term commencing May 1st. The Nominee will be recommended to the Board Nominating Committee for ratification by the Members at the Spring Annual General meeting and will become a voting member of the Board.

16.5 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined “work plan” commitments. Agendas will be formulated and distributed to Committee members in a timely manner prior to their next meeting, with copies to the Board President and Club Manager, thus allowing additions or deletions.

Minutes of all Operations/Resources Committee meetings will be recorded and distributed to Committee members prior to their next meeting with copies to the Board President and Club Manager.

16.6 Quorum

A quorum of the Operations/Resources Committee meeting shall consist of over 50% of its members.

16.7 Authority

The Committee can approve all single expenses, within its current budget, up to five hundred dollars (\$500.00) without Board approval. All expenses above five hundred dollars (\$500.00) must receive Board approval prior to any commitment.

16.8 Mission Statement

- To ensure the health and safety of all employees (fire protection services, emergency lighting systems)
- To maintain the highest quality ice standards (carpel, dehumidifier, pit cleanout)
- To sustain revenue generation for the club (e.g. Lounge chairs, ceiling in lounge, dehumidifier)
- To maintain building integrity (control joints, flashings, painting, brine piping)
- To annually develop and review the contingency plans for the facility (e.g. what would happen should we lose a compressor)

16.9 Resources

- Club Manager
- Book Keeper/Accountant
- CCA/OCA

16.10 Lounge Enhancement Subcommittee Terms of Reference

Role

- The role of this Subcommittee, as a subcommittee of the Operations/Resource Committee, is to ensure the lounge, lobby and adjacent hallway, and locker rooms are kept to an appropriate standard of utilization and décor.

Responsibilities

- Liaise with the club manager to:
- Periodically review the use of the above-noted areas to determine if improvements/changes are needed.
- Implement the improvements/changes after the review, subject to budget availability.
- To respond to Club member suggestions in a timely and responsible manner.
- To respond to Club's requests for new or additional enhancements to the above-noted areas by assessing the requirements, the cost and the implications for potential future club revenue.
- In cooperation with and the approval of the Operations/Resources Committee, develop and Annual Objectives Plan for the Club with associated budgets covering enhancement requirements exceeding the Lounge Enhancement Subcommittee's annual budget.

Membership and Voting

- Membership of this Subcommittee will include:
- Six or seven member volunteers
- Chair of the Operations/Resources Committee (ex-officio)
- Business arising at any Lounge Enhancement Subcommittee meeting shall be decided by a majority vote including the vote of the Chair. In the event of a tie, the motion is lost.

Chair

- The Chair shall be nominated from within members of the Subcommittee, and confirmed by a majority vote of the Subcommittee members, for a two-year term commencing May 1st. The Chair will be ratified at a meeting of the Operations/Resources Committee.

Frequency of Meetings and Manner of Call

- Subcommittee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined “work plan” commitments. Agendas will be formulated and distributed to the Subcommittee members in a timely manner prior to their next meeting, with copies to the Operations/Resources Committee Chair and Club Manager.

Quorum

- A quorum of the Lounge Enhancement Subcommittee meeting shall consist of over 50% of its members.

Authority

- The Subcommittee can approve all single expenses, within its current annual budget, up to five hundred dollars (\$500.00) without Board approval. All expenses above five hundred dollars (\$500.00) must receive Board approval prior to any commitment.

16.11 Operations Committee Work Plan

Function	May	June	July	August	September	October	November	December	January	February	March	April
Meetings (first Wed. of Month)	X	X	X	X	X	X	X	X	X	X	X	X
Semi & Annual General Meeting					X							X
Capital Budget Prep. & Request					X	X	X					
Operating Budget Prep. & Request						X	X	X	X	X		
Ice Installation				X	X							
Ice Removal	X											X
Ice Improvements					X	X	X	X	X	X	X	X
Exterior Building Maintenance	X	X	X	X	X	X	X	X	X	X	X	X
Ice Shed Maintenance	X	X	X	X	X	X	X	X	X	X	X	X
Compressor Overhaul	X	X										
Contingency Plan					X	X	X					X

17.0 Marketing Committee Terms of Reference

17.1 Role

The Marketing Committee's purpose is to advance RKCC through the implementation of effective marketing strategies.

17.2 Responsibilities

The scope of the responsibilities of the Marketing Committee reflects the marketing implications and interdependencies, which exist among other RKCC committees. The specific responsibilities of the Marketing Committee include:

- To develop and recommend to the Board of Directors marketing strategies and plans in support of RKCC objectives and subsequently, to report to the Board the results of those strategies and plans;
- To represent the membership to the Board related to the activities of the Committee;
- To establish the strategic (i.e. long-term) direction for an integrated marketing and sponsorship program in order to provide sustainable funding as a component of RKCC revenue budgets;
- To develop, through the annual Marketing Committee Operational Plan, the detailed initiatives, objectives and tasks required to implement the strategic direction of the committee including, but not limited to, the ongoing solicitation and nurturing of sponsorship partners;
- To develop a committee budget, for Board approval, that encompasses all committee needs, including the development of a sustainable fee structure for the rental of club facilities, and to ensure prudent financial care of the approved budget;
- To conduct an annual program evaluation to confirm that marketing objectives are being met and are achieving the desired results and to recommend remedial actions as necessary;
- To promote consistent reinforcement of RKCC "brand values", including being known for: providing excellence in curling, being fully accessible and for having a welcoming social atmosphere;
- To develop, implement and maintain an appropriate recognition program for all sponsors;
- To provide guidance, advice and feedback on any other aspect of marketing and sponsorship whenever possible;
- To recruit volunteers with appropriate expertise to assist in the execution of specific projects;
- To foster a sense of support for volunteerism through Committee actions;
- Ensure that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Marketing Committee meetings as an alternate as needed.

17.3 Membership and Voting

The membership of this Board Committee is ideally made up of at least four members with expertise in diverse areas of Marketing. These individuals should have a respect for the mission and culture of RKCC and an interest in its operation.

Total membership = minimum four (4), not including the President, who is an ex-officio member of the committee.

The Chair reports to the Board of Directors on behalf of the committee.

Sub-committees may be established, as needed, to work on specific mandates or projects.

Business arising at any Marketing Committee meeting shall be decided by a majority vote (50% + 1) including the vote of the Committee Chair. In the event of a tie, the motion is lost. No decision of the committee shall be binding on the Board until approved or ratified by the Board.

17.4 Chair

The Chair is nominated for a one-year term by the Marketing Committee and recommended to the Nominating Committee of the Board of Directors prior to the Spring Annual General Meeting. The Chair of the Marketing Committee is a Board member

17.5 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined Marketing Committee “Work Plan” commitments. See attached Work Plan schedule

17.6 Quorum

A quorum for the Curling Committee meeting shall consist of over 50% of the members.

17.7 Resources: Club Manager

17.8 Marketing Committee Work Plan

Responsibility	Dates												Committee Action	Recipient	
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Set/review prices of Wall / In-ice Signs	x														
Mail out advertising invoices		x													
Phone all advertisers as a follow-up		x													
Mail out Statements to delinquent acts.				x	x	x									
Make follow-up calls				x	x	x									
Review/upgrade marketing materials	x	x	x	x	x	x									
Report to membership @ semi-AGM						x									
Report to membership @ AGM												x			

18.0 Membership Committee Terms of Reference

18.1 Role

The Membership Committee's purpose is to develop a strong and sustainable membership base for RKCC through: (1) the implementation of timely & pertinent membership initiatives; (2) the maintenance of high member satisfaction and retention through ongoing co-operation/support with appropriate committees of the Board.

18.2 Responsibilities

- To develop a new member recruitment program with incentives for RKCC members based on the number of new members signed up;
- To increase publicity for the pre-season curling clinics and the "Learn to Curl" Sunday program;
- To stage an information/clinic day early in the season, in partnership with the five area clubs;
- To create a novice league to attract new curlers;
- To promote to employers of "shift" employees, a corporate league that allows six (6) person teams;
- To partner with golf clubs and/or other sport leagues to share participants;
- To hold an annual town hall at RKCC to explore ideas for membership initiatives and retention ideas;

- To recruit volunteers, with the appropriate skill sets, to implement a recruitment program;
- To create a focused local advertising strategy for the sport.
- To ensure that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Membership Committee meetings as an alternate as needed.

18.3 Membership

Membership of this Board Committee will include at least five (5) members with experience in membership recruitment. These individuals should have a respect for the mission and culture of RKCC and an interest in its operation. Total membership of this committee is a minimum of five (5) members, and this is not including the President who is an ex-officio member of the committee.

Sub-committees: Sub-committees may be established, as needed, to implement specific mandates and/or to plan projects.

The Club Manager, and other chairs and/or representatives will be invited to join the sub-committee as deemed necessary.

18.4 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair, with a distributed agenda consistent with the defined Membership Committee “Work Plan” commitments. See the attached Work Plan schedule.

18.5 Quorum

A quorum for the Membership Committee meeting shall consist of over 50% of the members. Business arising at any Membership Committee meeting shall be decided by a majority vote (51%) including the vote of the Committee Chair. In the event of a tie, the motion is lost. No decision of the committee shall be binding on the Board until approved or ratified by the Board.

18.6 Chair

The Chair is nominated for a one year term, by the Membership Committee and recommended to the Nominating Committee of the Board of Directors prior to the Spring Annual General Meeting. The nominee should have as a pre-requisite, at least one year prior experience as a Committee member. The Chair of the Membership Committee is a Board member.

18.7 Reporting

The Membership Committee Chair reports to the Board.

18.8 Membership Committee Work Plan

Responsibility	Dates												Committee Action	Recipient
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Annual Goals & Objectives						X							Develop and Submit	Board & Members
Annual Goals & Objectives				X	X							X	Assess & Recommend	M. Committee
Annual Budget								X	X				Submit for next season	Finance Committee
Committee Work Plan				X	X						X	X	Develop and communicate	Board & Members
Pre-Season Clinics				X	X								Advertise & Promote	Members + new
Recruitment strategy				X	X		X	X	X				Sweep, Website, email	Members
Survey members-retention/recruitment ideas							X				X		Create a survey	Members
Review Mandate and Terms of Ref			X				X					X	Review & Recommend	Board
Policy Development / Upgrades			X		X				X				Review & Communicate	Sections/Members
Membership Committee Reports to Board	X	X	X	X	X	X	X	X	X	X	X	X	Major Updates	Board
Cooperation and collaboration with Board Committees				X	X	X	X	X	X	X	X	X	Membership on other Committees	Members
Develop a focused advertising strategy		X	X	X	X			X			X		Develop with experts	Members
Annual Budget				X								X	Review	Committee

19.0 Social Committee Terms of Reference

19.1 Role

To advise the Board on the creation, organization and execution of social activities that meet the needs of current and future members.

19.2 Responsibilities

- Set up a Social Committee with members from all sections
- Develop social opportunities beyond curling or as part of a curling event that will engage and encourage members and their families to use the facility to its full potential

- Develop opportunities within the lounge area to encourage curlers to use the facility after games (food, bar, games, training, etc.)
- Survey members at strategic times for event and program suggestions
- Provide opportunities and encouragement for all members to become active volunteers.
- Develop and enhance, among all members, the sense of “belonging” to the club
- Organize regular member-focused and community-focused social gatherings during the non-curling season
- Develop and promote “social membership” opportunities to the non-curling community.
- Become known in the community as “The Place” for social events.
- Develop, maintain and review the Social Committee work plan
- Ensure excellent communication of Social Committee activities to the Board
- Develop a Social Committee budget for Board approval that encompasses all Social committee needs
- The Social Committee in conjunction with the club section and OCA representatives will look after send-offs for teams advancing to national and provincial championships.
- The cost of purchasing and engraving of Section trophies presented Championship night will be assumed by the individual sections. The Social Committee, in cooperation with the Curling Committee, will continue to organize and finance Championship Weekend meal(s), program and award ceremony.
- To ensure that a Vice Chair is selected by the Committee at the first meeting of the new Committee after the club AGM (May), who will represent the Chair at Board of Directors and Social Committee meetings as an alternate as needed.

19.3 Membership and Voting

Membership of this Board Committee will include a member from each Curling Section. For specific work activities of the committee, the Club Manager, and other chairs and/or representatives as deemed necessary will be invited.

Total membership=minimum six (6), not including the President who is an ex-officio member of the committee.

Business arising at any Social Committee meeting shall be decided by a majority vote (51%) including the vote of the Committee Chair. In the event of a tie, the motion is lost. No decision of the committee shall be binding on the Board until approved or ratified by the Board.

19.4 Chair

The Chair is nominated for a one year term by the Social Committee and recommended to the Nominating Committee of the Board of Directors prior to the Spring Annual General Meeting. The nominee should have as a prerequisite at least one year’s prior experience on the Social Committee. The Chair of the Social Committee is a Board member.

19.5 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined Social Committee “Work Plan” commitments. See attached Work Plan schedule

19.6 Quorum

A quorum for the Social Committee meeting shall consist of over 50% of the members.

19.7 Resources

Club Manager and representatives of other Board Committees.

19.8 Social Committee Work Plan

Issue Date:

Responsibility	Dates												Committee Action	Recipient
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Annual Goals & Objectives	x				x				x				Develop and Submit	Board & Members
		x			x		x		x			x	Assess & Recommend	Social Comm
		x										x	Submit for next season	Board & Members
Financial Performance of events				X		x		x		x		x	Compile and submit	Board
Develop a list of potential activities and develop a promotional plan			x										Compile and communicate	Sections/Members
Review Mandate and Terms of Ref								x					Review & Recommend	Board
Policy Development / Upgrades					x				x				Review & Communicate	Sections/Members
Social Committee Reports to Board					x	x	x	x	x	x	x	x	Develop and submit	Board
Event Needs and Wants Assessment				X									Section surveys	Social Committee
Development Program						x							Define Work Plan & Execute	

20.0 Personnel Committee Terms of Reference

20.1 Role

The Personnel Committee is responsible for the performance management and compensation of the Club's General Manager, Head Bartender and Ice Technician.

20.2 Responsibilities

- Ensure that there is a current position description in place for the roles of General Manager, Ice Technician and Head Bartender
- Administer and update the Human Resources Policy of RKCC which is found as an Appendix to the Policy and Resources Manual. Includes Performance Management and Compensation and a schedule for key events during the year
- On the basis of annual assessments, establish an on-going performance improvement and career development plan for the Club Manager, Ice Technician and Head Bartender, in the spirit of continuous improvement.
- Establish compensation for the General Manager, Ice Technician and Head Bartender in keeping with competitive salaries in the Kingston area as well as performance levels relative to objectives and expectations.
- Ensure adequate staff levels are provided for the various functions within the Club.
- In consultation and communications with Finance and Club Manager, review and make recommendations to the Board regarding salaries.

20.3 Membership and Voting

Committee members will be the President, Vice President and Past President.

20.4 Chair

The Chair of this Committee will be the Club President.

20.5 Frequency of Meetings and Manner of Call:

Committee meetings shall be held at the call of the Chair, with a distributed agenda consistent with the defined Personnel Committee "Work Plan" commitments. See the attached Work Plan schedule.

20.6 Quorum

A quorum for a Personnel Committee meeting shall consist of over 50% of the members.

20.7 Personnel Committee Work plan

Responsibility	Dates												Action		
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug			
Be prepared to meet w/Manager to discuss personnel issues that may arise from time to time	X	X	X	X	X	X	X	X	X	X	X	X	X	Arrange	
Annually review Position Description of Club Manager, Bar Manager and Ice Maker						X								Review & approve	
Ensure that annual objectives are established for the Club Manager, Bar Manager and Ice Maker												X		Review & approve	
Ensure that Performance Assessments for each position match the position description						X								Review & approve	
Conduct an annual performance assessment of the Club Manager, Bar Manager and Ice Maker and discuss the results of those assessments with each incumbent									X					Assess & Approve	
On the basis of the above assessments, establish an on-going performance improvement and career development plan for each incumbent, in the spirit of continuous improvement											X			Assess & Approve	
Establish compensation for the Club Manager, Bar Manager and Ice Maker in keeping with competitive salaries in the Kingston area as well as performance levels related to objectives and expectations											X			Review & approve	
Monitor compensation trends in the community and in conjunction with the Club Manager recommend to the Board for approval fair and adequate compensation for other staff members											X			Review & recommend	
After completion of the salary reviews, make recommendations to the Board and obtain approval for proposed salary levels for the upcoming season												X		Review & approve	
After obtaining Board approval for salary levels, prepare contracts for Club Manager and Ice Maker and meet with them to sign contracts													X	Review & approve	

Appendices

Appendix 1

1.0 Letters Patent

□



□ **Ministry of Consumer and
Commercial Ontario Relations**

Letters Patent (Abridged)

Ontario Corporations Number

1165832

LETTERS PATENT

This application constitutes the charter
of the corporation which is issued by
these Letters Patent dated this

FEBRUARY 12, 1996

APPLICATION FOR INCORPORATION OF A CORPORATION WITHOUT SHARE CAPITAL

1. The name of the corporation is: The Kingston Curling Club
2. The address of the head office of the corporation is: 75 Clergy Street West, Kingston Ontario K7L 2L9
3. The applicants who are to be the first directors of the corporation are:
4. The objects for which the corporation is incorporated are:

- a.* To establish, maintain and operate a curling facility;
 - b.* To encourage and promote the sport of curling.
- 5. The special provisions are: The corporation shall be carried on without the purpose of gain for its members, and any profits or other accretion to the corporation shall be used in promoting its objects.
 - (a) The Corporation shall be carried on without the purpose of gain for its members and any profits or other accretion to the Corporation shall be used in promoting its objects.
 - (b) The directors and those directors who also serve as officers shall serve as directors and officers without remuneration and no director shall directly or indirectly receive any profit or remuneration in any capacity whatsoever from his position as director, provided that a director or officer may be paid for reasonable expenses incurred by him in the performance of his or her duties.
 - (c) Upon the dissolution of the Corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to non-profit organizations having similar objects or to charitable organizations in Kingston and area which carry on their work solely in the province of Ontario.
 - (d) For the above objects, and as incidental and ancillary thereto, to exercise any of the powers as prescribed by The Corporations Act, or any other statute or laws from time to time applicable, and in particular, without limiting the generality of the foregoing:
 - (i) To solicit and receive donations, bequests, legacies and grants, and to enter into agreements, contracts undertaken and incidental thereto;
 - (ii) To acquire, by purchase, lease, devise, gift or otherwise real property and to hold such real property or interest therein necessary for the actual use and occupation of the Corporation or for the carrying on of its undertaking;
 - (iii) To provide necessary and ancillary facilities, services and programs not inconsistent with the objects of the Corporation.

Appendix 2

2.0 Bylaws

**BYLAWS OF THE
ROYAL KINGSTON CURLING CLUB
(Adopted April 2, 1996)
(Revised and Adopted October 18, 1998)
(Revised and Adopted April 11, 1999)
(Revised and Adopted April 9, 2000)
(Revised and Adopted April 7, 2002)
(Revised and Adopted October 20, 2002)
(Revised and Adopted April 6, 2005)
(Revised and Adopted October 12, 2005)
(Revised and Adopted October 26, 2006)
(Revised and Adopted April 25, 2007)
(Proposed Revisions April, 2009)
(Revised and Adopted April 11, 2010)
(Revised and Adopted April 17, 2011)
(Revised and Adopted April 10, 2016)**

1. OBJECTS

The objects of the Royal Kingston Curling Club are to:

- 1.1 Establish, operate and maintain a financially viable curling facility;
- 1.2 Encourage and promote the sport of Curling;
- 1.3 Advocate goodwill, camaraderie, fair play and sportsmanship among its members.

2. HEAD OFFICE

The head office of the Corporation shall be 130 Days Road, Kingston, in the province of Ontario or at such place therein as the Directors from time-to-time may determine.

3. SEAL

The seal, an impression of which is stamped in the margin hereof, shall be the corporate seal of the Corporation.

4. STRUCTURE

The organization shall be known as the Royal Kingston Curling Club, hereafter referred to as the Club, operated by the Royal Kingston Curling Club, an Ontario corporation.

5. REPEAL OF FORMER BYLAWS

All former bylaws heretofore enacted and still in force and conflicting or inconsistent with these bylaws are hereby repealed.

6. FISCAL YEAR

The fiscal year of the Club shall commence on the 1st day of May in each year and terminate on the 30th day of April of the following year.

7. DIRECTORS

Final authority for the government and management of the Club shall be vested in a Board of Directors of the Club consisting of twelve (12) voting members of the Royal Kingston Curling Club. Directors shall be eligible for election to three (3) consecutive one (1) year terms for any particular role on the Board and for a cumulative total of (9) nine one year terms as a Director in any role. This Policy does not apply to the role of Past President. Exceptions may be granted with the approval of more than 2/3 of the Directors.

7.1 Directors

- 7.1.1. This group shall consist of twelve (12) members of the Royal Kingston Curling Club including: the immediate Past President and eleven (11) qualified Voting members. These eleven (11) Directors will fill the following positions of responsibility: President, Vice-President, Finance Chair, Communications Chair, Secretary, Curling Committee Chair, Operations/Resources Committee Chair, Marketing Committee Chair, Membership Committee Chair, Social Committee Chair, Member at Large.
- 7.1.2. In the event that the Past President is no longer a member of the Club, the previous Past President shall be asked to fill the position for the term. If he/she declines the offer, the nominating committee shall propose a suitably qualified nominee.
- 7.1.3. There shall be a standing Nomination Sub-Committee of the Governance Committee, whose membership will be selected annually by the Governance Committee from among its own members. It will be Chaired by the Chair of Governance Committee and have as a minimum three other members, one of which will be the current President, and at least one member who is not on the current Board of Directors. The purpose of the Nominating Sub-Committee will be to select a slate of Director Nominees for the Annual General Meeting. The list of proposed Directors and /or vacancies, as well as their proposed area of responsibility, shall be advertised to the membership at least fourteen (14) days prior to the Annual General Meeting. To be eligible for nomination to the Executive position of President, a person must have served at least one year on the Board of

Directors. If the Nomination Sub-Committee is unable to nominate a suitable candidate for the position of President with the required experience, this eligibility requirement can be waived by a majority vote of the current Board so that a qualified candidate can be nominated.

7.1.4. Nominations for a Board position may also be made by any Voting member by completing and submitting a nomination form to the Club Secretary or designate at least forty-eight (48) hours prior to the Annual General Meeting. Such nominations must be supported by at least five (5) other Voting members. Nomination forms shall be available in the Club.

7.1.5. In the event that there are no nominations for a specific Board position by the Nomination Committee or by other nominations, nominations may be received from the floor at the Annual General Meeting.

7.1.6. In the event that there is more than one (1) person nominated for a specific Board position, voting shall be by secret ballot. A ballot listing all nominees will be presented to Voting members and/or their proxy in attendance at the Annual General Meeting.

7.1.7. Should ties result in number of votes for any one position, there will be a supplementary ballot.

7.2 Management Committees

7.2.1 This group shall consist of nine (9) committees as follows:

Finance, Communications, Personnel, Curling, Operations/Resources, Marketing, Membership, Social, and Governance.

7.2.2 Each committee will have clearly defined terms of reference, and will be accountable to the Board to carry out their mandate. The Chair of each committee will be a member of the Board of Directors. The Chair of the Governance Committee will be the Vice-President. The Personnel Committee will be composed of the President, Vice President and the Past President and the Club President shall be the Chair of the Personnel Committee. The Chair may designate another member of their Committee to represent the Committee with full voting rights at any Board meetings or Annual General Meetings.

7.3 Vacancies occurring on the Board of Directors from time to time during the year may be filled until the next Annual General Meeting by the remaining members of the Board of Directors from among the qualified Voting members of the Club.

7.4 The Board of Directors shall be vested with all the powers of and shall be Directors within the meaning of the Ontario Corporations Act.

7.5 A majority of the filled Board positions will constitute a quorum for the monthly Board meetings.

7.6 Meetings of the Board of Directors may be called at any time by the President or in his/her absence by the Vice President or in their absence by any two (2) Directors.

7.7 Meetings may be held at any time without notice if all members of the Board are present and consent thereto, or if those absent signify their consent.

8 ROLE, RESPONSIBILITIES AND POWERS OF THE BOARD OF DIRECTORS

8.1 Role of the Board

The role of the Board is to govern and manage the affairs of the Royal Kingston Curling Club (RKCC). This role is implemented through:

- Policy Formulation – establish policies to provide guidance to those empowered with the responsibility to manage the operations of RKCC
- Decision Making – choose from alternatives which are consistent with Board Policies and that advance the goals of RKCC.
- Oversight – monitor and assess organizational processes and outcomes
- Monitor the operations of the Club ensuring that said operations are carried out as defined in the Club Policy Manual and within the budgetary guidelines as established

8.2 Election and duties of Officers

8.2.1 General

The Board of Directors shall, at its first meeting following the Annual General Meeting, declare the President, Vice President, Secretary and Chair of the Finance Committee as Officers of the Club, and such other officers as may be deemed necessary. These officers shall hold office until their successors are elected or appointed. The President shall serve as the Chair of the Board.

It shall be the duty of the Chair to preside over all meetings of the Board of Directors, with due respect to Rules of Order (i.e. Roberts Rules of Order). In the absence of the Chair, the Chair duties shall be performed by the Vice President, or in his absence by another member of the Board appointed by the President. The President shall be an Ex-officio member of all standing committees.

8.2.2 Role of the Board Chair

The Board Chair is the leader of the Board. The Board Chair is responsible for:

- Ensuring the integrity and effectiveness of the Board's governance role and processes.
- Presiding at meetings of the Board and semi-annual Club membership meetings.
- Representing the Board within the Club and the Club within the community.
- Maintaining effective relationships with Board members, the Club Manager, and Stakeholders.
- Conducting the affairs of the Board consistent with the responsibilities of the Chair as defined in the Board Policy Manual.

8.2.3 The duties of the Secretary shall be to:

- Attend and keep a record of all matters transacted at all meetings of the Board of Directors.
- Have, with the President, custody of the Corporate Seal, to affix the same to any document, and to execute any documents as instructed by the Board of Directors.
- Maintain such books, registers and documents as may be required by law from time to time, including, but not limited to:
 - A copy of the Letters Patent and supplementary Letters Patent of the Club;
 - A copy of all bylaws and special resolutions of the Club;
 - A register of the Directors.
 - A copy of the Board Policy Manual

8.2.4 The responsibilities of the Finance Committee Chair and the Financial Advisor shall be:

8.2.4.1 Finance Committee Chair:

- Oversee the collection of all fees, dues, subscriptions and monies due the Club and deposit the same to the credit of the Club with its banker.
- Maintain and keep custody of the financial books, documents and securities of the Club, keep regular account of the transactions, finances, assets and liabilities of the Club subject to the examination by the Board of Directors and the Auditor.
- Maintain such books, registers and documents as may be required by law from time to time, including but not limited to: books of account and accounting records detailing all transactions affecting the financial position of the Club.
- Give the bond of a Guaranty Company, to be approved by the Board of Directors, in the sum of fifteen thousand dollars (\$15,000.00) conditional for the faithful performance of his/her responsibilities, and the annual premium in respect thereof shall be paid by the Club.

- Prepare, in conjunction with the Club's Bookkeeper, Financial Advisor and/or Auditor, monthly, semiannual and annual financial statements.

8.2.4.2 Financial Advisor

This volunteer role will be filled by a Voting member of the Royal Kingston Curling Club and shall be appointed by a majority vote of the Board for a two- (2-) year term at the time of vacancy and shall have relevant financial experience. The term is renewable on mutual consent of the appointee and of the current Board. The role will be to assist the Finance Committee where more specific financial skill and experience is required.

9 INDEMNITIES TO DIRECTORS AND OTHERS

The Club shall indemnify and save harmless the Directors and officers of the Club, their heirs, executors and administrators, estates and effects, respectively from time to time and at all times from and against: all costs, charges and expenses which the Director or officer sustains or incurs in or about to any action, suit or proceeding brought, commenced or prosecuted against him/her, in or about the execution of the duties of his/her offices or in respect of such liability; and all other costs, charges and expenses that he/she sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges and expenses as are occasioned by his/her own willful neglect or default.

10 REMOVAL OF A DIRECTOR

The members of the Club may, by resolution passed by at least two-thirds of the votes cast at a General Meeting of which notice specifying the intention to pass such a resolution has been given, remove any Director before the expiration of his/her term of office, and may, by a majority of the votes cast at that meeting, elect any person in his/her stead for the remainder of his/her term.

11 MEMBERSHIP

11.1 Definition of membership

A Full Member of the Club is a duly accepted applicant whose dues are paid in full for the current curling year. Membership in the Club continues until the date dues are to be paid in full in the following curling year.

11.2 Membership can also be terminated by any of the following:

- Resignation in writing to the Club Manager;
- Notice in writing from the Board of Directors explaining why the member is no longer in good standing.

11.3 The incumbent Board of Directors may designate various categories of membership differentiated by their respective privileges and dues.

11.4 Definition of Member in Good Standing: An applicant who has paid his/her membership dues for the current curling season by the deadline or has made suitable arrangements with the management to do so and who abides by and respects the Members Code of Ethics.

12 MEETINGS

12.1 Annual General Meeting

The Semi-Annual General Meeting of the Club shall be held at the head office of the Club on 130 Days Road, in the city of Kingston or at such place therein as the Directors may from time-to-time decide on, before the end of the curling season. Notification of the time and place shall be given to each Voting member in good standing by the Secretary at least thirty (30) days in advance thereof. Notification may be done publicly within the Club through posters, inclusion in the Club's newsletter, and/or posting of one official announcement in the local daily newspaper. The non-receipt of such notice by any member shall not invalidate the proceedings of any meeting.

The purpose of the Annual General Meeting shall be to:

- confirm and ratify all actions taken by the Board of Directors during the past year;
- Elect the required number of members to the Board of Directors;
- Receive reports from the various chairpersons of the outgoing Board of Directors;
- Receive a year-to-date financial statement;
- Appoint an Auditor for the coming year;
- Provide an opportunity for input from the general membership.

12.2 Semi-Annual General Meeting

The Semi-Annual General Meeting of the Club shall be held at the head office of the Club on 130 Days Road, in the City of Kingston or at such place therein as the Directors may from time-to-time determine. To be held on or before the end of October. Notification of the time and place shall be given to each Voting member in good standing by the Secretary at least thirty (30) days in advance thereof. Notification may be done publicly within the Club through posters, inclusion in the Club's newsletter and/or posting of one official announcement in the local daily newspaper. Non-receipt of such notice by any member shall not invalidate the proceedings of any meeting.

The purpose of the Semi-Annual General Meeting shall be to:

- receive the Auditor's report from the previous year;

- Report to the membership on the plans for the new curling season;
- Receive reports from the various chairpersons;
- Provide an opportunity for input from the general membership.

12.3 General Meetings

- A General Meeting may be called by the President in the name of the Board of Directors with ten (10) days notice to members, stating the matter(s) or business to be considered.
- A General Meeting shall be called by the President upon receipt of written requisition of twenty-five (25) or more Voting members. This requisition shall state the matter(s) or business to be considered. This meeting shall be called within twenty (20) days of receipt of the requisition with ten (10) days notice to the members.

12.4 Votes

A Voting Member, who shall be entitled to one (1) vote, must be 18 years of age or older by July 1st preceding the current curling year, and be a Full Member of the Evening Men, Day Men, Day Ladies, Evening Ladies, Mixed Only and/or Stick Sections.

12.5 Quorum

A quorum for a meeting of members shall be twenty-five (25) Voting members personally present.

12.6 Order of Business

The Order of Business at all meetings shall be conducted according to: Roberts Rules of Order

12.7 Proxies at General Meetings

- The instrument appointing a proxy shall bear the signature of the member assigning his/her vote or of his/her attorney, as well as the date of the meeting for which it is designated.
- Proxies shall cease to be valid after the expiration of the meeting for which they were dated or designated.
- No person shall act as a proxy unless he/she is entitled on his/her own behalf to be present and vote at the meeting at which he/she acts as a proxy.
- A proxy shall not have the right to vote on any question to be decided by a show of hands.

- A proxy shall be filed with the Secretary or designate at least twenty-four (24) hours prior to the meeting.
- At all Annual or General Meetings of members at which Directors are to be elected, ballots shall not be distributed to the membership attending until this item of business in the agenda is reached.
- Before distributing these ballots, the Chairperson shall report to the meeting:
 - the names of the members present who are representing absent members by proxy;
 - The names of the members who signed the proxies;
 - The total number of votes represented by proxy;
 - The number of votes to which each proxy holder is entitled;
 - The number of votes represented by members present in person.

13 FINANCES

- 13.1 The Chairperson of any event shall present to the Finance Committee Chair or designate, a proposed budget and a financial statement for the event showing all receipts and expenditures incurred in the event.
- 13.2 All monies shall be received by the Finance Committee Chair or designate and all expenditures shall be paid by cheque issued from the Club office.
- 13.3 No contract shall be entered into and no liability or obligation incurred on behalf of the Club by any person, member or committee, except such may be made, incurred, authorized or confirmed by the Board of Directors. No payment of any account or obligation by or on behalf of the Club shall be made except on authority of the Board of Directors.
- 13.4 All bonds, debentures, deeds, mortgages and other securities, instruments or documents requiring the signature of the Club may be signed by the President or Vice-President and the Secretary or any other Director, and the Corporate Seal of the Club may be attached as occasion may require.
- 13.5 All bills of exchange, promissory notes, cheques and orders for the payment of money on behalf of the Club shall be signed by any two (2) of: the President, Vice President, Finance Committee Chair, Club Manager or by such other person(s) as the Board of Directors may from time-to-time direct.

14 AUDITOR

- 14.1 The Auditor of the Club shall be appointed by resolution of the membership at the Annual General Meeting and shall hold office until a successor is appointed at the next Annual General Meeting or unless removed at a special General Meeting duly called for the purpose.
- 14.2 It shall be the duty of the Auditor to examine and audit all books, vouchers and accounts of the Club and all documents having reference to the business thereof. The Auditor shall be supplied with a list of all books kept by the Club, have access to the same, shall be supplied with a copy of the balance sheet, abstract affairs of the Club and it shall be his/her duty to examine the same and make a report thereon to the members at the Annual Meeting of the Club and such further reports as the Directors may from time-to-time require, and do such other matters as may be required by the Board of Directors.

15 CONFLICT OF INTEREST:

- 15.1 When a member of the Board has a personal interest, financial or otherwise, with any matter pending before the Board, of such nature that it prevents, or may prevent that member from acting on the matter in an impartial manner, he/she shall declare such conflict of interest. He/she will offer to voluntarily excuse him/herself and will vacate his seat, and refrain from discussion, and voting on said item.
- 15.2 Should members be uncertain there is a conflict of interest requiring disqualification, they shall declare their interest in the matter, question or issue. The question of conflict shall be decided by the decision of the Board made by majority vote of those present whether they shall be disqualified from further participation.
- 15.3 Without restricting the generality of the foregoing, members shall not use any information acquired in their capacity as members for purposes of personal financial gain or for the promotion of any personal interests.

16 GENERAL: The Royal Kingston Curling Club is a no smoking facility.

17 AMENDMENTS:

Any amendment of the By-laws of the Royal Kingston Curling Club must be passed by the Board of Directors, communicated to the Voting Members at least thirty (30) days prior to the next Annual General Meeting and approved by a majority of the Voting Members present at that meeting.

Appendix 3

3.0 RKCC Board Policy: Allocation and Investment of Club Funds

Purpose:

This policy is intended to give direction to the Club Manager, The Finance Committee and the Board of RKCC with respect to the allocation of the Club's revenues and the investment of any revenues that are surplus to the ongoing operating needs of the Club.

Definitions:

1. Operating Fund – monies required to cover the on-going expenses that appear on the Income Statement though the year.
2. Capital Cost Replacement Fund (CCRF) – the Club's capital assets appear on the Balance Sheet as Plant, Property and Equipment. This reserve fund is intended to provide for the replacement of these assets as required when they reach the end of their useful life. Repairs and maintenance of these assets during their useful life are expensed as ongoing operating needs.
3. A) Future Development Fund (FDF) -- over time the Club expects to enhance the quality and scope of the facilities and services that it offers to its stakeholders. To enable such enhancements, the Club maintains reserves in the Future Development Fund that have been derived from revenues and designated donations, sponsorships and naming rights.

B) Financial Support for the Development of Competitive Curlers – The Club will reimburse entry fees for teams successfully reaching the provincials and an additional \$200.00 credit at the pro shop per 4 or 8 member team and \$100.00 for a 2 person team. For Junior teams, the same reimbursement and additional funds will apply, with the exception that the funds are not limited to credit at the pro shop
4. Capital Project Request – A statement of the need, justification and source of funds for any reserves drawn on the Capital Cost Replacement Fund or the Future Development Fund.
5. Investment Account – The club will keep one short term Investment bank balance that will hold both the balances for the CCRF and FDF. This will enable a better investment potential.

Guidelines:

The financial objective of the Club is to operate each year within an approved operating budget that is balanced between revenues and expenses, including depreciation.

On September 1st, cash equivalent to the April 30th fiscal year surplus less capital acquisitions in that year will be moved to the Investment Account providing no significant expenditure is expected in the current year, the cash will be directed as follows:

- i) The amount will be moved to the short term investment account
- ii) 20% to the Future Development Fund, this value will be posted on the Balance Sheet, and
- iii) 80% to the Capital Cost Replacement Fund, this value will be posted on the Balance Sheet
- iv) Using the CRPS software or spreadsheet calculation, every November, the value contained in the CCRF will be compared to the estimated Capital Cost Replacement Fund Closing Balance for the current fiscal year on the Cash Flow Forecast tab. If the value in the CCRF is less than the calculated amount in the Cash Flow Forecast for that given fiscal year, and there are funds surplus to operating needs, those funds will be invested in the CCRF before any funds are allocated to the Future Development Fund. Surplus funds in excess of this CCRF requirement will be invested in the Future Development Fund, and in years where the difference between the CCRF and the calculated Closing Balance is positive, any funds surplus to operating needs will be invested in the Future Development Fund.

At any time if the cash on hand in operating accounts is insufficient for ongoing operational costs, then sufficient funds to cover the deficit will be transferred from the Short Term Investment Account, as directed by the Board of Directors. Such transferred amounts will be replaced in the original Fund at the earliest possible opportunity.

Significant deviations (> \$500) from budgeted expense line items require Board approval, including a corresponding designation of source funding for the approved deviation.

The Finance Committee will produce and maintain an ongoing short and long range capital and non-capital needs forecast for planning purposes.

Every January prior to the preparation of the next season's budget, the Finance Committee will ask for input from all committees regarding future capital and non-capital improvement needs, and will request Board approval for those items prior to budget submission and approval, by February 15th.

After Board approval is received for a budgeted capital or non-capital improvement, the Committee accountable for that expenditure can proceed to spend those monies in that fiscal year, without further Board approval. However, the Committee responsible for this

improvement must stay within approved budget limits for the expense, track the progress of the expense, and submit receipts in a timely fashion to the Club Treasurer, or their delegates, the Club Manager and/or Accountant.

An amount equal to the value of Board-approved initiatives will be placed in the Budget line “Improvements” by the Finance Committee.

An urgent, critical capital request requires Board approval before any reserves are drawn from either the Capital Cost Replacement Fund and/or the Future Development Fund, i.e. for un-anticipated, major repairs.

The Board will produce and maintain, as part of the strategic planning process, an ongoing short and long range forecast of Future Development plans, including financial projections.

The Finance Committee will advise the Board, on an ongoing basis, of the status of annual progress versus budget and of the adequacy of reserve funds to meet the future needs of the club as described in the above projections.

Investment Guidelines:

The Club will maintain the following accounts in order to manage ongoing operating revenues and expenses:

Operating Fund:

- Checking account at one of the Major Canadian Banks (Approved by the Board) for the deposit of all revenues and payment of near term expenses.
- Operating Savings Account for payment of property taxes and insurance will be one that can be accessed within two business days.

Short Term Investment Account:

- Investment account for reserves designated for both Future Development Fund and Capital Cost Replacements Fund will be invested in Money Market Funds, GIC’s or Treasury Bills only. These investments will be set with three year rotating due dates, with the goal to have each year’s maturing amounts to be the same. There will also be a portion invested in cashable investments, such that there is a sufficient amount to cover potential cash requirements between May and August of any given year.

Policy Created: December 2009

Last Review Date: October 2014, by the Finance Committee of the Board

Appendix 4

4.0 RKCC Policy: Supporting Charitable Organizations and Guidelines for Solicitation

Introduction

The Royal Kingston Curling Club (hereafter known as the Club) believes that with respect to, or as a result of their membership in RKCC, its members and/or employees should be free from attempts to sell or distribute products or other materials to them, and that they should not be repeatedly approached for donations to charitable causes. The Club does not wish to have its supplies or services used for unrelated commercial activities, or for fund-raising efforts its Board of Directors has not specifically approved.

The Club is a not-for-profit organization that itself solicits funds via the sale of advertising and accepts donations, at proper times and places. With prior Board of Directors approval, the Club may assist worthy charities and permit the offering of goods or other materials for sale to our members and staff in some instances. In an effort to balance these interests the Club has established the following guidelines.

For Club Members and Employees

1. No member or employee of the Club may engage in the organized sale of products or services, or solicit donations for a charitable cause, using club facilities or other resources, if those activities have not received prior approval of the Board of Directors. The only exceptions to this rule are those charitable activities that were allowed by various Club Sections prior to the implementation of this RKCC Policy. Those exceptions are listed on the Grandparenting Addendum to this policy. Club stationery, electronic mail or other Club materials or supplies may not be used to promote products or services without prior Board approval. Club bulletin boards may not be used for advertising or soliciting for such products or services.
2. The club recognizes that a number of its members are involved with charitable organizations that may, from time to time, engage in fundraising, recruitment or other worthwhile endeavors. However, any promotional materials, such as posters, must be approved by the Board of Directors. Items posted on bulletin boards in the club without the prior approval of the Board will be removed. Items for consideration may be submitted to the club manager or to any Board member. Alternatively, the members' area of the club website has a "Classified" section where members may post notices of coming events, items for sale or wanted, services provided, etc.

For Persons outside the Club

1. No one from outside the Club is permitted to transact business on Club property, unless they have entered into a signed contract with the club to do so.
2. The Club will not make available to others, such things as home addresses, telephone numbers, or email addresses, of members or employees to persons seeking to conduct advertising campaigns or similar activities.
3. The Club will not allow persons from outside the Club to use the facilities or other resources of the Club, to offer members or employees such things as free samples, coupons, and/or noncommercial products (e.g., religious material, political advertisements). Persons entering the premises with that purpose should be directed to the Manager who will ask them to leave.

4. The Club will not allow persons from outside the Club to use the facilities or other resources of the Club, to solicit donations from members or employees for any cause. Persons entering the premises with that purpose should be directed to the Manager who will ask them to leave.

By the Club Itself or Club-Sponsored Organizations

1. Club services established to sell products to members and staff (e.g., food services) may advertise sales and the like as a part of their usual operations. Likewise, Club organizations, which would ordinarily have such things as sales or raffles to support their operations or to make donations to charitable purposes, may do so as a part of their usual operations, provided they have received prior approval of the Board of Directors to conduct such operations. Other events that are Club-sponsored wishing to conduct special sales or fundraisers are to seek prior approval from the Board of Directors before the event.
2. In the past several years, the Club has supported several local charities such as the Kidney Foundation by subsidizing the cost of the Club rentals. This is the Club’s way of supporting worthy charities that received the prior approval of the Board of Directors. The Charitable Bonspiel Rate for any registered charity was set at the Board meeting held on February 15, 2006. The setting is half the regular ice rental rate. This policy has also been applied in a similar fashion for lounge rentals by registered charities.

Conclusion

Any approval of solicitations and/or distributions referred to in this policy may be conditioned by limitations on the time, place and manner of such solicitations, sales promotions and distributions. The Club reserves the right to deny any and all solicitations, sales promotions or distributions at the curling club and to remove advertisements, notices or other signs if they are deemed to be inappropriate or offensive. The RKCC Board of Directors must approve exceptions to any portion of this policy.

Addendum: List of Grandparented Charities

Charity	• Group/Section Sponsor
Food Bank	Day Ladies
Alzheimer Coffee Breaks	Day Ladies
Alzheimer Walk for Memories	Betty Bryant, Betty Bush
Alzheimer	David Townsend
Cancer Society	Nancy Suenaga
Cancer Relay for Life	Jan Ray
Diabetes Association	Diane Labrie
Shoeboxes	Mary Smith

Appendix 5

5.0 RKCC Policy: Donations, Sponsorships and Fundraising Activities

This Policy provides guidelines in reference to acceptable donations and sponsorships. One of the objectives of this Policy is to ensure that contributions from these sources are encouraged and sustained and that the contributors are satisfied by requiring commensurate recognition that is fair and consistent with the values of RKCC. This Policy also sets out the principles governing fundraising efforts at RKCC.

This Policy is not intended to cover gifts for bonspiels, and other such events, which are generally passed on to others without enduring revenue, or other lasting benefit, to RKCC.

Policy

Our Policy is to encourage donations, sponsorships and fundraising efforts that are in keeping with our values and serve to enhance the function, the will or the being of our organization and its members.

This Policy requires that all donations and sponsorships that have a cumulative annual value in excess of \$100.00 be reported on an ongoing basis to the club and documented in a permanent file that is maintained by the Marketing committee. Each report should describe the details of the donation, sponsorship and/or fundraising activity, including without limitation, the person, group or organization involved, the amount contributed as well as a brief description of the arrangement. In addition, all fundraising activities achieving net gains in excess of \$100.00 are subject to proceeds remittance to the Club manager for recording purposes and to ensure proper accounting and earmarking.

Definitions:

Donation: a person, group or organization (the “Donor”) provides revenue or other value to RKCC. The Donor either expects recognition (but not display advertising), the granting of naming rights to a location or asset for a period of time, or wishes to remain anonymous.

Sponsorship: a person, group or organization provides revenue or other value to RKCC and expects advertising recognition in return.

Fundraising Activity: any organized activity or an instance of soliciting a donation or sponsorship.

1. Donations and Sponsorships

1.1 General Guidelines

RKCC is a private curling club funded by the membership as well as by revenue and other contributions originating from donations, sponsorships and other various sources.

Donations are encouraged and accepted from individuals, groups, non-profit organizations and private enterprise having no racial, political or religious affiliation, provided they are in keeping with club values and are accepted at the discretion of the Marketing Committee. In principle, the club will accept money, real property and/or in-kind services as long as any conditions attached thereto are acceptable to the Marketing Committee.

RKCC is pleased to acknowledge donations in a variety of ways, commensurate with the value of the contribution. However, RKCC will not donate free memberships to any charity organization and/or events. Significant gifts in excess of \$2,500 and/or requiring special acknowledgement must be considered and approved in advance by the RKCC Board.

Sections, Special Events and/or Bonspiels are permitted to solicit additional sponsorship monies/merchandise to augment their operating expenses. If sponsors continue their support on an annual basis, support shall remain with the member section, special event and/or bonspiel. All new sponsorships must be approved by the Marketing committee. Communication with existing club sponsors and solicitation of new club sponsors will remain responsibility of the Marketing committee.

A section that arranges additional funds through donations, sponsorships and fundraising activities, to be used by that section, shall have these funds added to the budgeted amount for that section provided by the club. The section determines use of the funds and if any monies remain at the end of the budget year, they revert back to general club revenues.

Sponsor names will be removed from league events and trophies where sponsorship has ceased.

The Marketing Committee will ensure that any donation or sponsorship does not unduly influence the nature of our club or the service provided to our members.

RKCC does not have status as a charitable institution and therefore cannot issue income tax receipts for cash, real property or service donations. However, certain donation receipts can be issued by The Canadian Curling Association (CCA) in the name of RKCC. Tax receipts will be arranged by the club manager.

1.2 Donor Recognition

Donor Recognition - General Guidelines

Recognition for all donations, regardless of form, will be commensurate with the value of the donation and will be in keeping with the design and décor of the RKCC facility. Donor recognition requests will be taken into account but gifts/donations in excess of \$2,500 and/or requiring special acknowledgement must be considered and approved in advance by the RKCC Board. Otherwise the Marketing Committee will have ultimate discretion for all decisions regarding recognition.

Non-monetary donations will be recognized at the estimated value of the gift at the time it is donated and not by the revenue realized by the club in those cases where a difference exists. The estimated value will be agreed upon by the Donor and the club manager at the time it is donated.

For all recurring donations greater than \$100.00 per year, a plaque recognizing the original donation will be added to the donor wall in the appropriate level category. When the cumulative total of all such annual donations exceeds the maximum for a given level category, the original plaque will be removed and a new plaque added to the donor wall in the next higher level category.

Donor Recognition Levels

Donations of money, real property or services will be recognized as outlined below.

Platinum – donations of \$10,000+

Gold – donations of \$5,000 to \$9,999

Silver – donations of \$1,000 to \$4,999

Bronze – donations of \$500 to \$999

For each of the four categories above, donations made by individuals, groups, non-profit organizations and private enterprises will have their own individual plaque added to the proper category on the donor wall at the time the donation is received by RKCC. If the plaque includes the organization logo, it must be approved by the Board. For group donations, the names of all donors will appear in the annual RKCC Membership Roster and Calendar of activities as well as the club website. However, for groups larger than 10 donors, a collective recognition, such as “Friends of John Doe”, will appear on the donor plaque.

In addition, an “Honorable Mention” category for donations under \$500 will also be recognized. Donations made by individuals, groups, non-profit organizations and private enterprises that fall within this category will have their name included once in the annual Membership Roster and Calendar of Activities as well as the club website. Donations of greater than \$100, in this level, will be accumulated for purposes of recognition later at a higher level.

Donor Recognition Wall

A Donor Recognition Wall will be located in a prominent location in the RKCC facility. The design of this wall will be directed by the Marketing Committee. The cost of all plaques added to the Donor Recognition Wall will be paid by RKCC.

2. Fundraising Activities

The guidelines for fundraising activities vary according to the target audience of the fundraising activity as further indicated below.

Individual Section Fundraising Activities

Fundraising activities organized by an individual curling section and targeting its members (e.g. raffles or draws at section events/games) must be respectful of section members and remain strictly voluntary (i.e. members should not feel compelled to participate).

The funds will be used to reimburse the section for expenses incurred in relation to the various activities of the section. Funds raised in excess of the difference between the section's approved budget and its budget target (as previously submitted to and reviewed/vetted by the Finance committee) will be deemed to be club revenue.

Club Fundraising Activities

Fundraising activities targeting all club members must be submitted for approval to the chairperson of the Marketing committee. The fundraising activities must be respectful of club members and remain strictly voluntary. They must also be coordinated in a manner that serves the best interest of the club (i.e. they must not conflict with other club fundraising efforts and/or events). Approval by the Marketing committee will not be unreasonably withheld.

External Fund Raising Activities

Fundraising activities targeting individuals and/or companies outside the club must be submitted for approval to the chairperson of the Marketing committee. The Marketing Committee chairperson will ensure that:

the proposed individual/company sponsor is not already a club sponsor or on a list of "negotiations in progress" sponsors to avoid multiple approaches by club members. For greater certainty, individuals/companies that have been previously approached by the club or its members but that refused to contribute (or are not currently contributing) are eligible for individual section fundraising efforts;

there is no potential conflict of interest with existing club sponsors as a result of welcoming the proposed new sponsor; and
there is no potential ethical or reputational risk to the club as a result of welcoming the proposed new sponsor.

Appendix 6

6.0 RKCC Policy: Membership Policy

The By-laws of RKCC define a Full Member (Bylaw 11.1) as follows "A Full Member of the Club is a duly accepted applicant whose dues are paid in full for the current curling year". As well, By-law 12.4 defines those Full Members who are entitled to voting rights as Voting Members. In addition, By-law 11.3 states: "The incumbent Board of Directors may designate various categories of membership differentiated by their respective privileges and dues."

Within the context of a Full Member, this Policy is intended to describe the various sub categories of membership, and, subject in all cases to By-Laws 11 and 12 as noted above, any limitations or distinctions associated with such membership, as designated by the Board and currently in effect.

- Social Member: entitled to all the privileges of the Club other than curling.
- Junior Member: is less than 21 years of age prior to December 31 of the current curling season. Minimum age will be on the approval of the person(s) in charge of Junior curling. Junior Members are entitled to curl in the Junior League only, except that competitive junior teams will be permitted to participate in a flight league provided there is an opening which cannot be filled by non-Junior Members.
- Student Member: person, of any age, who is in full time attendance at a recognized learning institution
- Mixed Only Member: entitled to curl in one Mixed league only.
- Visiting Curler: is a member of a curling club elsewhere who may be admitted to RKCC when introduced by a member of RKCC. These privileges shall not exceed two weeks and individuals are not eligible to participate in events leading to Provincial championships, nor curl regularly in Club draws.
- Honorary Member: appointed by the Board to show respect and appreciation for outstanding service to the Club.

- Life Member: has been a Full Member for an aggregate total of 30 years and is therefore entitled to receive the Club's Life Membership Certificate.
- Affiliate member: not a Full member but is eligible to join an RKCC team for the purpose of engaging in OCA competitions at all levels from Zone to National. Up to three Affiliate Members may join a team representing RKCC, but at least one member of the team must be a Full Member of RKCC.

Dues associated with each and all categories of membership will be established annually by the incumbent Board, taking into account any limitations or distinctions as noted above. Full members who have received the Life Membership Certificate prior to the 2001/2002 season will continue to have their annual dues waived, upon submission of a Card of Intent for the current season.

Appendix 7

7.0 RKCC Policy: Risk management policy

1. Definition: Risk is the exposure to potential danger or loss.

Types of exposure to risk are as follows:

- Any situation that gives rise to any individual taking any civil action against the Club where it is deemed by the individual that they incurred some loss as a result of Club actions.
- Losses due to fire, flood, earthquake, or other act of God.
- Losses due to theft, break-in, fraud, malicious and willful damage.
- Losses due to dishonesty of employees or members.
- Losses due to non-adherence to regulatory requirements
- Third party use of the facilities

The Club will determine the level of risk that is incurred during the normal conduct of its business.

The Club will undertake to conduct business in a meaningful and bona fide manner.

The Club will ensure an adequate Risk Management Plan is developed and kept updated, and a Risk Protection Insurance Plan current and is in effect at all times.

2. Procedure

It is the responsibility of any person (Board member, staff, member, or volunteer) to report any potential risk of danger or loss to the Club Manager, Club President, or the Finance Committee Chair as soon as possible.

When any potential risk to the Club is reported, the Club Manager, Club President, and/or Finance Chair will call together those individuals closest to the issue to discuss a process to deal with the situation.

A Risk Management Plan is the way in which the Club decides to protect itself. It is the responsibility of the Club President and the Finance Chair to ensure the Club has a Risk Management Plan.

Risk Protection Insurance coverage is a primary means of protection. Risk exposures that should be covered by insurance include:

- Long Term Disability
- Workers Compensation
- Comprehensive General Liability
- Errors and Omissions
- Equipment and Machinery
- Employee Dishonesty
- Property and Contents
- Legal Defense
- Business Continuity

All persons, Board members, staff, and volunteers who perform the work of the Club must be under the direction of the Club and adhere to the policies and procedures of the Club.

All insurance coverage(s) are monitored and modifications will be considered relative to exposure incurred. A review of insurance coverage will occur on, at least, a bi-annual basis utilizing consultations with appropriate professionals (including auditors and appropriate insurance carriers/brokers). The Finance Committee Chair communicates the Insurance coverage to the appropriate Management staff.

A recommendation for the Risk Protection Insurance Plan is made by the Club President and Finance Chair to the Board of Directors for approval.

The Risk Management Plan must also include identification of, and compliance with, all regulatory requirements relating to:

- Occupational Health and Safety
- Environmental Protection
- Human Rights
- Fire
- Liquor Control

A comprehensive Risk Identification audit must be carried out and appropriate action taken to maintain control of the risk.

The Club Manager, with the assistance of the Board, is responsible to ensure the management and operation of the Club is in compliance with regulatory requirements.

Approval Date: 17/10/2013 Last Revision Date:

Appendix 8

8.0 RKCC Policy: Procurement Principles and Guidelines for RKCC

1. Procurement Principles:

The following principles should be adhered to in the procurement of all materials and services by any representative of the Royal Kingston Curling Club:

(a) Fair Competition

RKCC should treat all bidders with fairness and ensure that they are given the same level of information when preparing quotations or tenders. If everything else is equal, preference will be given to the business that is a RKCC supporter.

(b) Conflict of Interest

Situations of conflict of interest with the business of RKCC should be declared to the Finance Committee Chair immediately.

(c) Cost-effectiveness

Quotations and tenders should be evaluated not only on competitiveness in pricing but also factors such as the quality of the products/services and track records of the bidders.

(d) Transparency

To ensure transparency, tender documents should provide all the necessary information to facilitate submission of appropriate and competitive tenders.

(e) Accountability

RKCC shall be held accountable to the Board and the Membership for any procurement of goods or services. Every purchase must be approved as part of the budget process or capital expenditure and a business case submitted to the Finance Committee for review and then approval of the Board.

2. Procurement Policy:

Representatives of the RKCC have the responsibility to adhere to the procurement principles and follow the following guidelines when purchasing goods and service for the operations or betterment of the curling club.

Ultimately the Board carries the fiduciary responsibility for the RKCC. The Board determines who will have signing authority: however, each cheque must be signed by two individuals. This ensures that the expenditure is reviewed by two people who must ensure it is in line with board policy and current budget (Operating and Capital).

General Operating Procurement

Recurring or everyday purchases should be reviewed and approved by the General Manager and/or associated Board Committee chair before issuing payment. These expenditures should have been identified in the operating budget or if not and are less than \$500 there should be an explanation and backup documentation of expenditure available for the Board members upon signing the cheques. All relevant backup should be maintained and filed to be available for review, if requested.

See Appendix 8(A) for examples of recurring or everyday purchases.

Service Contract Procurement

Service Contracts should be reviewed annually by the General Manager and/or associated Board Committee. For contracts greater than \$2,000, no less than two (2) quotes from other suppliers should be retained to demonstrate due diligence to ensure competitive pricing. The selection of the service contract greater than \$2,000 should be presented to the Board by the General Manager and/or associated Board Committee chair.

The resulting contract should be approved by the General Manager before issuing payment. These expenditures should have been identified in the operating budget or, if not, there should be an explanation of expenditure for the Board members signing the cheques. All relevant backup should be maintained and filed to be available for review.

See Appendix 8(A) for examples of service contracts

Member Procurement

These are noncapital purchases made by members on behalf of the club, usually with relation to bonspiels or membership events. It is recommended that when procuring goods or services over \$1,000, members should solicit two or more quotes to maintain competitive pricing.

At all times members should adhere to the procurement principles. See Appendix 8(A) for examples of Member procurement items.

Unbudgeted Major Operating Procurement

If a major purchase greater than \$500 is required and has not been previously approved through the operating budget process the responsible parties (General Manager or Committee) need to get approval from the Board. To ensure competitive pricing, please follow Appendix 8(B) for Quote requirements. For emergency purchase due diligence to procuring goods or service will be reported to Board after the fact.

Major Operating Procurement should be reviewed and approved by the General Manager and/or the associated committee before issuing payment.

Examples of unbudgeted major operating purchases would be emergency service and repair.

Capital Procurement

Capital purchases should be reviewed and approved by the General Manager and/or the Board Committee chair procuring the item. These expenditures will have been identified in the capital budget or by special approval of the RKCC Board. All relevant backup should be maintained and filed to be available for review. See Appendix 8(B) for Capital Budget Procedures.

Examples of capital procurement will be equipment replacement, new rocks or building improvement.

3. Procedure for Handling Complaints

RKCC will be committed to maintaining a fair and open procurement system. Potential vendors who feel that they have been treated unfairly can lodge a complaint with the President or any member of the Board.

Appendix 8(A) – Operating Budget Expenditures as per 2012-13 Budget (Update Annually)

Expenditure	Policy	Responsibility	Comments
Insurance	Service Contract	General Manager	
Licence Fees TSA/Bar	Regular Expenditures	General Manager	
Property Taxes	Regular Expenditures	General Manager	

Professional Fees (Audit/Acctg)	Service Contract	Finance Committee
Bar Operations	Regular Expenditures	General Manager
Meals	Member Procurement	Membership
Bonspiel expenses	Member Procurement	Membership
Club Leagues	Member Procurements	Membership
Annuals,Brochures,etc	Regular Expenditures	Marketing Committee
Special Events	Regular Expenditures	Social Committee
Kitchen/Bar	Regular Expenditures	GM & HR Committee
Membership/Market Development/Clinics	Regular Expenditures	General Manager
Dues and Fees	Regular Expenditures	General Manager
OCA/OLCA Events	Member Procurement	Membership
Championship Night	Regular Expenditures	Social Committee
Pro Shop Merchandise	Regular Expenditures	General Manager
Freight In	Regular Expenditures	General Manager
Repairs and Maintenance	Regular Expenditures	GM & Operating Committee
Lounge Enhancements	Regular Expenditures	GM & Operating Committee
Ice - Regular Mtce	Regular Expenditures	GM & Operating Committee
Waste Removal	Service Contract	General Manager
Alarm & Security System	Service Contract	General Manager
Landscaping/Snow Removal	Service Contract	General Manager
Sanitation Supplies	Regular Expenditures	General Manager
Cleaning	Service Contract	General Manager
Electricity	Regular Expenditures	General Manager
Gas	Regular Expenditures	General Manager
Water	Regular Expenditures	General Manager
Telephone (Incl. LD)	Regular Expenditures	General Manager
Cablenet	Regular Expenditures	General Manager
Bank Charges	Regular Expenditures	GM & Finance Committee
Post Charges	Regular Expenditures	GM & Finance Committee
Office (Incl. Postage)	Regular Expenditures	General Manager
Advertising	Regular Expenditures	GM & Marketing Committee
Wages	Regular Expenditures	GM & HR Committee
Vacation Pay Expense	Regular Expenditures	GM & HR Committee

CPP Expense	Regular Expenditures	GM & HR Committee
UI Expense	Regular Expenditures	GM & HR Committee
WSIB Expense	Regular Expenditures	GM & HR Committee

Appendix 8(B) - Capital Budget Process

Annually the Board will request Board Committees to submit requests for Capital Funding. Based on a Board-determined Capital Budget limit, submission will be reviewed, prioritized and approved by the Board for funding.

All submissions will follow the Procurement Quote Requirement Table.

Each Submission should include and not be limited to the following information:

Title:	Amount:
Committee:	
Recommended Supplier:	
Objective: <i>(Brief description of the Capital Purchase)</i>	
Impact of Purchase: <i>(Description of the impact of purchasing the capital item. Savings the club will have through this purchase or additional revenue that the club can achieve with the purchase)</i>	
Other Comments:	

Procurement Quote Requirement

Amount of Purchase	Type of Quote Required
0-\$1,000	At least 2 verbal quotes
\$1,000 - \$5,000	At least 3 verbal or written quotes
\$5,000 - \$50,000	At least 3 written quotes
Greater than \$50,000	Board will recommend direction on whether a Tender is required.

Appendix 9

9.0 Wall of Fame Process and Parameters Policy

In order not to "water down" the significance of Wall of Fame membership, new inductees to the Wall of Fame should only be added occasionally over the longer term (e.g. every 5 to 10 years).

9.1 Qualification Parameters for Wall of Fame Nominees

Purpose

The purpose of the Royal Kingston Curling Club Wall of Fame is to recognize and honor those members who have exemplified the vision and values of the Royal Kingston Curling Club (the "Club") and have achieved extraordinary distinction by their contributions to the Club over many years.

The Nominating Committee will consider both contributions made to the Club and contributions made outside of the Club.

Without meaning to be restrictive, the following are criteria that will be considered in deliberations regarding decisions about inductees.

Eligibility Criteria

Eligibility for induction into the Wall of Fame shall be based on the following:

- The member candidate should be a Club "Life Member";
- The member candidate should have established outstanding achievements in the sport of curling and contributed outstanding service to the Club (the "Achievement") as evaluated in accordance with the guidelines below,
- The member was respected by all members of the Club (throughout their involvement), a gracious competitor and a worthy representative of the club both on and off the ice; and
- The member candidate may be either active or inactive in curling at the time of nomination.

The Nominating committee will follow the guidelines below in assessing a member's Achievement.

In evaluating a member candidate's Achievement in the sport of curling, the Nominating committee will assess whether the individual:

- Participated in various amateur curling events, including without limitation, club, flight, in club fun spiels and bonspiels, taking into account all sections (juniors, stick, mixed, evening and daytime) and regardless of his /her position.

- Won various curling events, including without limitation, club, flight, in club fun spiels and bonspiels, taking into account all sections (juniors, stick, mixed, evening and daytime) and regardless of his /her position.
- Participated in and/or won various competition curling events, whether at a local, regional, provincial, Canadian or International level (e.g. Zone Playdowns; Regional Playdowns; Provincial Championships; National Championships; International Event).
- Reached a high level of excellence in the sport of curling on the basis of his/her general playing ability, sportsmanship, curling etiquette and character, in such a way as to bring honor to the sport of curling.

In evaluating a member candidate's Achievement with respect to outstanding service to the Club, the Nominating committee will assess whether the individual:

- Contributed to the Club as a "hands - on" leader by helping to create or solidify curling initiatives and enable the Club to become a substantial contributor to curling in Kingston and Ontario. (*Build the sport of Curling*)
- Was instrumental in facilitating the development of curling programs at the Club in such way that the curling programs became stronger within the Club and at the local, regional and national level. (*Build curling capability*)
- Contributed to the Club as an enabler in developing the facilities, capacity and /or capability of the Club for the year round benefit of members and the Kingston Community. (*Build potential for the Club to grow*)
- Coached or managed provincial and/or national curling teams. (*Enable curling excellence*)
- Was recognized for excellence through curling related (not curling) awards from the Ontario or Canadian Curling Associations. (*Recognized Builder*)
- Made contributions to curling in the community or outside of the Club while being a member at the Club.
- Provided leadership to the Club so that it was able to effectively deal with a crisis, or significant emergency, successfully.
- Made long term contributions to the management of the Club through teaching/practice positions or involvement in curling committees and the Board of Directors.
- Made long term successful management of a curling section by generating interest and encouraging participation.
- Made other major contributions to the Club and to the development and advancement of curling.

9.2 Nominating Committee Parameters and Selection

Given the significance of being inducted in the Wall of Fame, it seems fitting that potential members of the nominating committee should have a long term relationship with RKCC and have knowledge of both the workings of the club and the competitive curling environment. These characteristics plus good judgement would be the primary considerations in selecting nominating committee members.

While "good judgment" is difficult to measure, the following criteria form a checklist for the remaining characteristics being sought:

- Member of RKCC for 20 or more seasons
- Participant in OCA competitions and/or major competitive bonspiels
- Past or current board or board committee member
- Volunteer experience at RKCC

(Note: these characteristics are put forward as a guideline. It is not necessary for potential members to satisfy all of these).

To ensure potential inductees are not overlooked because they or their accomplishments/contributions are not as well known outside of the sections they play in, it would be beneficial if there was a nominating committee representative from each of the five major sections of the club (day ladies, evening ladies, mixed, day men and evening men).

Each 5 years (starting in 2014 for induction in 2015) or more frequently at the discretion of the board, a new nominating committee would be selected by the board. The committee would serve for a one year term culminating with their providing a recommendation to the board of proposed potential inductees for the board to consider (or that they have no proposed nominees for the current 5 year period).

So the committee is both broadly constituted and independent, it is recommended that the Member at Large (or another board member) put forward 10 or more names (of individuals meeting the above qualifications and who have agreed to have their name put forward) to the board (two or more names from each of the 5 sections listed above) for selection by the board of the 5 person committee (one person from each section).

In addition to the 5 persons selected, it is recommended that the Member at Large or another board member serve as the non-voting chair of the nominating committee to coordinate the meetings and provide guidance to the committee in fulfilling their mandate.

9.3 Wall of Fame Nomination Process

The committee's one year mandate is to put forward to the board one (or more) nominee(s) for induction to the Wall of Fame together with their rationale for the nomination(s) (including biographical information on the proposed inductee and their accomplishments/contributions while at RKCC). The committee shall advise the board of the names that were considered but not put forward along with their rationale for that decision.

Because of the significance of Wall of Fame membership, the board should vote separately on each name put forward by the nominating committee after hearing a detailed presentation by the committee and a minimum two thirds majority of the entire board (i.e. all board members should be present at the meeting) is required for admission to the Wall of Fame. Voting should be done during an in camera session. Provided the successful nominee accepts the induction, the rationale for their induction shall be documented in the board minutes.

The committee should seek input from the membership on potential inductees by advertising the fact that nominations are being sought and providing criteria. As well the committee members are welcome to put forward nominations themselves for consideration by the committee.

9.4 Wall of Recognition Process and Parameters Policy

9.5 Frequency of the Process of Adding Names

The process by which names are added to the Wall of Recognition will be completed every 3 years or more frequently at the discretion of the Board

9.6 Qualification Parameters for Wall of Recognition Nominees

The purpose of the Wall of Recognition is to honour those members who have made outstanding contributions of time and talent to the Club over many years.

Eligibility Criteria:

- The candidates should be longstanding members of the Club. Nominations may be made posthumously and inactive members may be considered. The nominating committee should assess the candidate based on his/her outstanding service and achievements in areas such as:
- Developments and running of curling programs at the Club.
- Developing the facilities, capacity and/or capability of the Club for the year round benefit of members and the Community.

- Coaching or managing programs such as Learn-To-Curl to attract new members
- Running bonspiels, serving on committees, planning/organizing/fulfilling kitchen duties

9.7 Nominating Committee Parameters and Selection

This committee will be formed and chaired by the standing Member-at-Large who will serve as non-voting Chair. He/she will coordinate the planning and nomination meetings and provide guidance. In order that no one is overlooked because they are not well known outside of their section, each section will have representation on the Committee. Representatives should be longstanding members of the Club. Names of representatives will be forwarded to the Board for approval.

9.8 Wall of Recognition Process

The Nominating Committee's mandate is to solicit and assess the merits of nominees and if warranted recommend to the Board candidates for the Wall along with the rationale for selection. The names of all nominees will be forwarded to the Board. The Committee will provide the rationale for any decision not in favour of a nominee. The nomination form should be filled out, signed and dated by the nominator. A Committee member may not put forward a member for recognition but may solicit a nomination from another member not on the Committee. A majority plus one of the Committee must vote to put the nominee's name forward to the Board. After approval by the Board, successful candidates' names will be recognized by an open letter to the membership. Certificates will be awarded at the Closing Weekend celebration. A dinner for the nominees will be included as part of the celebration. The Board will provide the tickets for this dinner. The names will be added to the Wall prior to the Closing Weekend celebration.

9.9 Communication Process for Wall of Recognition

To initiate a nomination cycle, the process including criteria will be advertised in print and on the website to the membership. Each section head will be asked to announce this process to their section requesting that they consider deserving individuals to be nominated. When the recipients have been approved by the Board a letter will be sent to inform them asking that they confirm their acceptance and detailing the process for the presentation of their certificate. At the Championship Evening they will be presented with their certificate and a photo taken in front of the wall to be posted on the website and in the Sweep.

Appendix 10

10.0 Succession Planning Policy for The Board of Directors

OBJECTIVE

The objective of the policy is to develop a pool of qualified, experienced and interested members who would be candidates for the Board of Directors. Directors shall be eligible for election to three (3) consecutive one (1) year terms for any particular role on the Board and for a cumulative consecutive total of (9) nine one year terms as a Director in any role. Tenure limitation does not apply to role of Past President. Most Directors are chairs of the various Board committees responsible for the activities of the Club.

PROCESS

The foundation of the process is the committee structure. Membership in the nine committees provides individuals with experience in the operations of the Club. Committee members have the opportunity to develop their interests and participate in providing direction and support to Club activities. It is the responsibility of the committee chair to recruit members for his or her committee. Membership of the committees is usually between 3 and 8 and is intended to provide a sufficient pool for recruiting potential Directors. Directors will serve on no more than two club committees at any one time, in addition to their Board role. Exceptions may be made, subject to Board approval.

The cards of intent completed at the beginning of the curling year are a source of potential members for the committees, as curlers can indicate interest in volunteering for club activities on these cards. The Human Resources committee has the responsibility to follow up on any expressions of interest and can contact the other committee chairs with the names of potential candidates showing an interest in the committee's responsibility.

In addition, Committee chairs can seek out and attempt to recruit individuals with an interest in the committee's work or with work experience in their careers which would be an asset for his or her committee. Specific suggestions for each committee are as follows:

Finance

This committee is normally composed of seven people, including the club manager. Members with backgrounds in banking, accounting, corporate financial management or other financial expertise would be assets to this committee and preferred candidates when vacancies arise.

Communications

This committee, of from seven to nine members, has a varied mandate which includes publishing of the Sweep newsletter, updating of the club website and coordination of volunteers. It requires members with appropriate expertise or interest in such areas communications,

including editing and website design and management, and a broad understanding of the membership and their potential for volunteer contributions to the club.

Curling

The Curling Committee is made up of either the chair or vice-chair of each of the Curling Committee sub-committees, representing the various sections, (i.e Day Mens, Day Ladies, Evening Mens, Evening Ladies, Stick, Mixed and Juniors), plus the Curling Skills Development sub-committee, and a member representative for the Ontario Curling Association (OCA). The OCA representative position would be of interest to a competitive curler or a former member of the Board interested in participating in OCA affairs.

The Curling Committee sub-committees have a varying number of members. The sub-committee members have an interest in ensuring their section runs smoothly and take on responsibilities such as scheduling games, tracking game results, organizing section specific functions, providing training and development, and administering section rules. Chairs of the sub-committees are normally elected by the sub-committee members from those experienced with curling committee work and their section.

The Curling Committee Chair maintains a neutral position on this committee and has had previous Curling Committee roles.

Operations

This committee of seven to eight members would appeal to members who have a background in engineering or the trades and who have an interest in maintaining and improving the operation of the building and the equipment within, including oversight and care of the kitchen and food preparation.

Marketing

This committee of four members requires background or interest in sales, marketing or advertising and an interest in promoting the club in our community.

Membership

The five or more positions on this committee require members with an interest or careers in recruitment or marketing and a broad understanding of the interests and demographics of our community and potential members of RKCC.

Governance

There are normally six to eight members on this committee. Three are members of the Board of Directors (President, Vice President, and the Member at Large with the Vice President being the chair of the committee) and three to five others selected from the general

membership. The three to five open positions would appeal to members with an interest in club management and affairs and with experience in legal or governance matters. Members of this committee are considered a source of Presidents of the Club.

Personnel

This committee's membership is predetermined as it includes the President (Chair) , Vice President and the Past President.

Social

Membership in this committee will appeal to club members interested in improving the sense of community in our club through social activities. The committee is comprised ideally of one member from each section of the club, as designated by that section's sub-committee. The Chair is elected by and from the committee members.

Appendix 11

11.0 Sub Committees of the Curling Committee

There are seven Sub-Committees of the Curling Committee. These Sub-Committees are responsible for the leadership, governance and operations of the Curling Sections of the Club. The operations of each Section are outlined in the RKCC Curler's Handbook and so this Appendix is dedicated to the leadership and governance of each section in the form of their Terms of Reference as follows.

11.1 Succession Planning for Sub-Committees of the Curling Committee

The Curling Committee sub-committees have a varying number of members. The sub-committee members have an interest in ensuring their section runs smoothly and take on responsibilities such as scheduling games, tracking game results, organizing section specific functions, providing training and development, and administering section rules. Chairs of the sub-committees are normally elected by the sub-committee members from those experienced with curling committee work and their section.

11.2 Curling Skills Development Sub-Committee (CSDC) Terms of Reference

11.2.1 Role

The Curling Skills Development Committee is responsible for the coordination and implementation of all adult instructional programs.

11.2.2 Responsibilities

- To organize and execute “learn to curl” sessions aimed primarily at non-members to encourage them to take up the sport of curling.
- To ensure that members are given the opportunity to participate in instructional programs that will make them feel more comfortable in regular league play.
- To coordinate open house and periodic Skills Clinics for the general membership.
- To ensure that there is a trained cadre of instructors and mentors to facilitate CDSC programs.
- To assist the Club Manager in providing instructional programs to outside agencies.
- To implement OCA/CCA best practices to ensure a high caliber of instruction at RKCC.
- To establish and make available a training curriculum in accordance with OCA/CCA best practices.
- To ensure the necessary resources are available to support the role and responsibilities of the CSDC.

11.2.3 Membership and Voting

Membership of this Committee will include as a minimum:

- Learn to Curl Coordinator
- Novice League Coordinator
- Clinic Coordinator
- Instructors’ Representative

At least 2 members of the Committee should be active qualified instructors. Additional members may be added to meet this requirement at the discretion of the Chair of the Curling Committee.

The Following shall be ex-officio members of the committee:

- Chair of the Curling Committee
- Chair of the Marketing Committee
- Chair of the Membership Committee
- Club Manager

Business arising at any meeting shall be decided by consensus.

11.2.4 Chair

The Chair is recommended for a one-year term by CSDC to the Chair of the Curling Committee prior to 1 April each year. The nominee should as a pre-requisite be a member of the current CSDC. Should the serving committee be unable to appoint a new chair by 1 April it becomes the responsibility of the Curling Committee to ensure a volunteer is found prior to 1 Aug. The Chair shall have overall responsibility for the Committee and shall attend all meetings of the Curling Committee or provide a suitable designate in his/her stead.

11.2.5 Frequency of Meetings and Manner of Call

Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined CSDC “Work Plan” commitments. See attached Work Plan schedule.

The CSDC will meet at least three times per season: once at the beginning of the season, once during the first two weeks of January and once at the end of the season.

11.2.6 Quorum

A quorum for the Curling Skills Development Committee meeting shall consist of 50% +1 of the members.

11.2.7 Reporting

The Curling Skills Development Committee reports to the Curling Committee.

11.2.8 Sub Committees

There are no sub-committees. Ad-hoc working groups may be established as required.

11.2.9 Resources

Club Manager – is the primary connection to the general public and provides information on new members and general advice.

Marketing Committee – provides promotion for programs and promotional concepts for consideration.

Membership Committee – provides advice on members’ needs.

11.2.10 Curling Skills Development Sub-Committee Work Plan

Issue Date: March 2014

Responsibility	Dates												Committee Action	Recipient	
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Annual Goals & Objectives					X									Develop and Submit	Curling Comm
Annual Goals & Objectives	X								X					Assess & Recommend	Curling Comm
Annual Budget / Operating Plan												X		Submit for next season	Curling Comm
Financial Performance	X													Review	Curling Comm
Committee Work Plan	X													Develop and communicate	Curling Comm
Instructor inventory/training					X									Determine numbers, provide training for new volunteers	Members
Novice League															
Determine schedule and Publicize	X	X	X												
First Contact					X	X	X							Contact by phone as new members are identified	New Member
Meet and Greet					X									Introduce the facility and staff	New Members
Novice Instruction						X	X	X	X	X	X			oversee	Rookies
Participant Feedback								X					X	Gather and review	CSDC
Learn to Curl															
Determine Schedule and publicize	X	X	X											Review & Communicate	Curling/Marketing Committees
Execute Program					X	X	X	X	X	X	X			Oversee	Public
Review Program					X				X				X	Refine and improve	CSDC
Clinics/Open House															
Determine Needs/Opportunities													X	Discuss with Sections Chairs/Membership Chair	Members
Plan and Publicize					X									Approve and allocate resources	Members
Execute					X	X					X			Oversee	Members

11.3 Evening Men Curling Sub-Committee Terms of Reference

To Be Developed

11.4 Evening Ladies Curling Sub-Committee Terms of Reference

11.4.1 Role

The Evening Ladies Curling Sub-Committee is responsible for the leadership and governance of the Evening Ladies Curling Section as well as the operational guidance provided in the Curler's Handbook.

11.4.2 Responsibilities

Organize, co-ordinate and direct the activities of Evening Ladies Section

11.4.3 Membership and Voting

Membership of this Committee will include as a minimum:

- Chairperson
- Vice-Chairperson
- Past Chairperson
- Club League Convener
- Flight League Convener
- Secretary
- Social Convener
- OCA Representative
- Bonspiel Convener

The Following shall be ex-officio members of the committee:

- Chair of the Curling Committee

Business arising at any meeting shall be decided by consensus.

11.4.4 Chair

The Chair is nominated for a two year term by a sub-committee and is communicated to the Chair of the Curling Committee when a new member fills this position, every second year. The positions of Vice-Chairperson and Chairperson shall be consecutive. Should the Chairperson resign during her term of office, the Vice-Chairperson shall move up to the Chairperson position and the new Vice-Chairperson shall be appointed from the membership for the remainder of the year.

The Chair shall have overall responsibility for the Sub-Committee and shall attend all meetings of the Curling Committee or provide a suitable designate in his/her stead.

11.4.5 Frequency of Meetings and Manner of Call

Sub-Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined Evening Ladies Curling Sub-Committee “Work Plan” commitments. See attached Work Plan schedule.

The Evening Ladies Curling Sub-Committee will meet at least three times per season: once at the beginning of the season, once during the first two weeks of January and once at the end of the season or as other times as needed.

In addition, the Evening Ladies Curling Sub-Committee will hold two meetings of its section’s members per season; one during the month of September or early October and one in March or April before close of the season.

11.4.6 Quorum

A quorum for the Evening Ladies Curling Sub-Committee meeting shall consist of 50% plus one. The quorum for the section member meetings shall consist of twenty-five (25) members.

11.4.7 Reporting

The Evening Ladies Curling Sub-Committee reports to the Curling Committee.

11.4.8 Sub Committees

There are no sub-committees.

11.4.9 Resources

- Club Manager

- Membership Committee
- Marketing Committee

11.4.10 Evening Ladies Curling Sub-Committee Work Plan

Issue Date: March 2014

Responsibility	Dates												Committee Action	Recipient	
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Prepare next Season's Calendar	X													Prepare for Section Requirements	Curling Committee
Open House/Bring a Friend					X			X				X		Be available at open houses. Social convener organizes Bring a Friend with volunteers	Members/Prospective Members
Annual Budget		X												Develop budget	Curling Committee
Committee Work Plan				X										Discuss implementation	Executive
Opening & Closing Dinner (co-ordinate with Evening)					X								X	Co-ordinate with Day Ladies	Members
Christmas Dinner							X	X						Flight convener organizes	Flight members
Set up 4 Club Draws per Season					X		X		X			X		Club conveners set up draws and hold skips meetings as needed	Members
Club Championship Playdowns	X											X	X	Establish playoff game schedule when preparing calendar. Club conveners to set up schedule for March/April playoff games	Teams Involved
Set up Flight Schedule	X				X									Set up by Flight convener. Establish schedule in May when preparing calendar, finalize schedule in September with registration.	Members/Teams involved
Set up Flight Playoffs	X										X			Establish playoff game schedule when preparing calendar. Flight conveners to set up schedule for March/April playoff games	Teams involved
Fall General Meeting					X									Chair prepare Agenda, reports from Chair, OCA, Social, Club, Flight	Members
Spring General Meeting												X		Chair prepare Agenda, reports from Chair, OCA, Social, Club, Flight	Members

In-club rated bonspiels – Fall and Spring						X					X	Member volunteers organize two in-club rated bonspiels each season.	Members
Update locker list						X						Vice chair co-ordinates with Day Ladies vice chair	Members
Write Sweep Articles				X		X		X		X	X	Chair writes and submits articles throughout year	Members
Organize open ladies bonspiel				X	X	X	X					Bonspiel chair and committee organize November open ladies bonspiel	Teams and out-of-town teams

11.5 Day Ladies Curling Sub-Committee Terms of Reference

11.5.1 Role

The Day Ladies Curling Sub-Committee is responsible for the leadership and governance of the Day Ladies Curling Section as well as the operational guidance provided in the Curler’s Handbook.

11.5.2 Responsibilities

Organize, co-ordinate and direct the activities of Day Ladies Section

11.5.3 Membership and Voting

Membership of this Committee will include as a minimum:

- Chairperson
- Vice-Chairperson
- Past Chairperson
- Secretary
- Games Chairperson
- Assistant Games Chairperson
- In House Social Conveners

The Following shall be ex-officio members of the committee:

- Chair of the Curling Committee

Business arising at any meeting shall be decided by consensus.

11.5.4 Chair

The Chair is nominated for a two year term by a sub-committee and is communicated to the Chair of the Curling Committee when a new member fills this position, every second year. The positions of Vice-Chairperson and Chairperson shall be consecutive. Should the Chairperson resign during her term of office, the Vice-Chairperson shall move up to the Chairperson position and the new Vice-Chairperson shall be appointed from the membership for the remainder of the year.

The Chair shall have overall responsibility for the Sub-Committee and shall attend all meetings of the Curling Committee or provide a suitable designate in his/her stead.

11.5.5 Frequency of Meetings and Manner of Call

Sub-Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined Day Ladies Curling Sub-Committee "Work Plan" commitments. See attached Work Plan schedule.

The Day Ladies Curling Sub-Committee will meet at least three times per season: once at the beginning of the season, once during the first two weeks of January and once at the end of the season or as other times as needed.

In addition, the Day Ladies Curling Sub-Committee will hold two meetings of its section's members per season; one during the month of September or early October and one in early April before close of the season.

11.5.6 Quorum

A quorum for the Day Ladies Curling Sub-Committee meeting shall consist of twenty-five (25) members.

11.5.7 Reporting

The Day Ladies Curling Sub-Committee reports to the Curling Committee.

11.5.8 Sub Committees

There are no sub-committees. Ad-hoc Committee Member – OCA Representative.

11.5.9 Resources

- Club Manager
- Membership Committee
- Marketing Committee

11.5.10 Day Ladies Curling Sub-Committee Work Plan

Issue Date: March 2014

Responsibility	Dates												Committee Action	Recipient	
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Prepare next Season's Calendar	X													Prepare for Section Requirements	Curling Comm
Open House/Bring a Friend					X									All Members	Members/Prospective Members
Annual Budget		X												Develop	Curling Comm
Committee Work Plan				X										Discuss	Executive
Opening & Closing Dinner (co-ordinate with Evening)					X								X	Co-ordinate with Evening Ladies	Members
Skip's Meetings							X	X		X				Establish teams	Games Committee
Set up 4 Draws per Season					X		X	X		X				Games to set up Draws	Members
Draw Playoff Games							X		X	X			X	Establish time to be played	Members
Championship Playdowns													X	Set up by Games Committee	Teams Involved
Set up Flight Schedule					X									Set up by Games Committee	Members/Teams involved
Set up Flight Playoffs										X				Set up by Games Committee	Teams involved
Fall General Meeting													X	Executive prepare Agenda	Members
Spring General Meeting					X									Executive prepare agenda	Members
Arrange Buddies for All new Members					X									Assigned as required.	New Members
Election of Rating Committee							X							Members vote in by Ballot	Games Committee
Rating Committee Meetings							X		X				X	Schedule before 2 nd , 3 rd and before Championship Playdowns	Games Committee
Minispiels – Christmas and In-Club Rated								X	X					Social Committee establish number of participants and format for play/lunch.	Members
Grandmother's & Great Aunt's													X	Volunteer Committee from Membership	Members and Other Club Teams Entered

11.6 Day Men Curling Sub-Committee Terms of Reference

11.6.1 Role

The Day Men Curling Sub-Committee is responsible for the leadership and governance of the Day Men's Curling Section as well as the operational guidance provided in the Curler's Handbook.

11.6.2 Responsibilities

- Assist in preparing the annual playing calendar
- Establish schedules
- Ensure yearly membership dues are accounted for
- Schedule Monday lunches

11.6.3 Membership and Voting

Membership of this Committee will include as a minimum:

- Chair Day Men
- Lunch coordinator
- Several other Day Men curlers

The Following shall be ex-officio members of the committee:

- Chair of the Curling Committee

Business arising at any meeting shall be decided by consensus.

11.6.4 Chair

The Chair is nominated for a one-year term by the Day Men Curling Sub-Committee and the nominee is communicated to the Chair of the Curling Committee prior to 1 April each year. The nominee should, as a pre-requisite, be a member of the current Day Men Curling Sub-Committee. Should the serving committee be unable to appoint a new chair by 1 April it becomes the responsibility of the Curling Committee to ensure a volunteer is found prior to 1 Aug. The Chair shall have overall responsibility for the Sub-Committee and shall attend all meetings of the Curling Committee or provide a suitable designate in his/her stead.

11.6.5 Frequency of Meetings and Manner of Call

Sub-Committee meetings shall be held at the call of the Chair with distributed agenda consistent with the defined Day Men Curling Sub-Committee “Work Plan” commitments. See attached Work Plan schedule.

The Day Men Curling Sub-Committee will meet at least three times per season: once at the beginning of the season, once during the first two weeks of January and once at the end of the season or as other times as needed.

In addition, the Day Men Curling Sub-Committee will hold two meetings of its section’s members per season; one during the first two months of the season and once during the last two months of the season.

11.6.6 Quorum

A quorum for the Day Men Curling Sub-Committee meeting shall consist of 50% +1 of the members.

11.6.7 Reporting

The Day Men Curling Sub-Committee reports to the Curling Committee.

11.6.8 Sub Committees

There are no sub-committees of the Day Men Curling sub committee

Ad-hoc working groups may be established as required.

11.6.9 Resources

- Club Manager
- Curling Committee Chair

11.6.10 Day Men Curling Sub-Committee Work Plan

Issue Date: March 2014

Responsibility	Dates												Committee Action	Recipient	
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			

Annual Goals & Objectives					X								Develop and Submit	Curling Committee
Annual Goals & Objectives	X								X				Assess & Recommend	Curling Committee
Annual Budget / Operating												X	Submit for next season	Curling Committee
Financial Performance	X												Review	Curling Committee
Committee Work Plan	X												Develop and communicate	Curling Committee
Schedule/Hold Member meetings						X						X		
Assist preparing annual playing calendar					X									
Establish schedules														
- curling														
- Monday Lunches					X	X	X	X	X	X	X			

11.7 Mixed Curling Sub-Committee Terms of Reference

11.7.1 Role

The Mixed Curling Sub-Committee is responsible for the leadership and governance of the Mixed Curling Section as well as the operational guidance provided in the Curler's Handbook.

11.7.2 Responsibilities

- Assist in preparing the annual playing calendar
- Establish competition leagues and schedules
- Ensure the supply of scoresheets and ensure results are recorded
- Facilitate social activities including the mixed dinners at Christmas and the end of the year.
- Arrange for the supply of in game and after game snacks

11.7.3 Membership and Voting

Membership of this Committee will include as a minimum:

- Mixed Coordinator and assistant.
- Social Coordinator
- Several other mixed curlers

The Chair of the Curling Committee shall be an ex-officio members of the committee:

Business arising at any meeting shall be decided by consensus.

11.7.4 Chair

The Chair will normally be the Mixed Curling Coordinator, or delegate. The Mixed Coordinator is nominated for a one-year term by the Mixed Curling Sub-Committee and the nominee is communicated to the Chair of the Curling Committee prior to 1 April each year. The nominee should, as a pre-requisite, be a member of the current Mixed Curling Sub-Committee. Should the serving committee be unable to appoint a new chair by 1 April it becomes the responsibility of the Curling Committee to ensure a volunteer is found prior to 1 Aug. The Chair shall have overall responsibility for the Sub-Committee and shall attend all meetings of the Curling Committee or provide a suitable designate in his/her stead.

11.7.5 Frequency of Meetings and Manner of Call

Sub-Committee meetings shall be held at the call of the Chair with a distributed agenda consistent with the responsibilities of the Mixed Curling Sub-Committee or other business relevant to mixed curling at RKCC.

The Mixed Curling Sub-Committee will meet at least three times per season: once at the beginning of the season, once during the first two weeks of January and once at the end of the season or as other times as needed.

In addition, the Mixed Curling Sub-Committee will hold two meetings of its section's members per season; one during the first two months of the season and once during the last two months of the season.

11.7.6 Quorum

A quorum for the Mixed Curling Sub-Committee meeting shall consist of 10 members.

11.7.7 Reporting

The Mixed Curling Sub-Committee reports to the Curling Committee.

11.7.8 Sub Committees

There are no sub-committees of the Mixed Curling sub-committee. Ad-hoc working groups may be established as required.

11.7.9 Resources

Club Manager
Curling Committee Chair

11.7.10 Mixed Curling Sub-Committee Work Plan

Responsibility	Issue Date: Sept 2014												Committee Action	Recipient	
	Dates														
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Annual Goals & Objectives					X									Develop and Submit	Curling Committee
Annual Goals & Objectives	X								X					Assess & Recommend	Curling Committee
Annual Budget / Operating											X			Submit for next season	Curling Committee
Financial Performance	X													Review	Curling Committee
Committee Work Plan	X													Develop and communicate	Curling Committee
Schedule/Hold Member meetings						X				X				do it	mixed members
Assist preparing annual playing calendar				X										Develop and communicate	Curling Committee
Establish curling leagues and schedules					X									do it	mixed members, website
Social/snacks					X	X	X	X	X	X	X	X		provide	mixed members

11.8 Stick Curling Sub-Committee Terms of Reference

11.8.1 Role

The Stick League Curling Sub-Committee is responsible for the leadership and governance of the Stick League as well as the operational guidance provided in the Curler's Handbook.

11.8.2 Responsibilities

Organize, co-ordinate, and direct the activities of the Stick League.

11.8.3 Membership and Voting

Membership of this Committee will include as a minimum the Chairperson and Vice Chairperson. Other members will volunteer to act as Secretary, Schedule Organizer, and Social Convener from time to time. Business arising at any general meeting shall be decided by majority vote of those attending.

11.8.4 Chairperson

The Chairperson's and Vice Chairperson's term of office is for two years. On expiration of the two year term, the Vice Chairperson shall succeed to the Chair and, a new Vice Chairperson will be elected.

The Chair shall have overall responsibility for the Sub-Committee and shall attend all meetings of the Curling Committee or provide a suitable designate in his/her stead.

11.8.5 Frequency of Meetings

The Stick League Curling Sub-Committee shall hold two meetings of its section's members per season; one in the Fall and one in the Spring.

11.8.6 Quorum

There is no established quorum for general meetings. Decisions shall be determined by the members attending.

11.8.7 Reporting

The Stick League Curling Sub-Committee reports to the Curling Committee.

11.8.8 Sub-Committees

There are no sub-committees.

11.8.9 Resources

Club Manager
Membership Committee

11.8.10 Stick League Sub-Committee Work Plan

Responsibility	Dates												Committee Action	Recipient
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Attend curling cttee mtgs		X	X	X	X	X			X	X	X		Chair/vice chair	
Review work plan					X								Chair/vice chair	
Prepare annual budget		X											Chair/vice chair	Curling Cttee
Input for next season calendar			X	X									Chair/vice chair	Curling cttee
Section general meetings						X				X				Members
Organize teams for next season				X	X								Chair	Members
Prepare stick schedules					X								Drawmaster	Members

11.9 Junior Curling Sub-Committee Terms of Reference

To Be Developed

Appendix 12

12.0 RKCC Refund Policy

Refunds will be granted for sickness or injury only.

A full refund will be granted if cancellation occurs before the member's first day of curling.

Once league play has begun a 65% refund will be granted if cancellation occurs before the start of the second Club Draw.

A 40% refund will be granted if cancellation occurs before the start of the third Club Draw.

A 15% refund will be granted if cancellation occurs before the start of the fourth Club Draw.

All requests for refunds must be made to the Manager in writing. Exceptional circumstances will be considered by a refund committee comprised of the President, the Manager and the appropriate Section Head. The decision of the committee will be clearly communicated to the member, the Finance Chair and the Bookkeeper. The member may appeal the decision to the Board. The Board decision shall be final.

Appendix 13

13.0 RKCC Privacy Policy

The Royal Kingston Curling Club is committed to collecting, using, and disclosing your personal information responsibly and to maintaining the accuracy, confidentiality, and security of such personal information.

Personal information includes information such as your name, address, telephone number, e-mail address, age, billing information, credit card information and any other information that is personally identifiable with you. However, publicly available information, such as a public directory listing of your name, address and telephone number is not considered personal information.

We have adopted the following privacy policy that guides how we collect, use and disclose personal information about our members and prospective members. Our intent is to balance our legitimate business interests in collecting, using, and disclosing your personal information against your reasonable expectations of privacy and information security.

13.1 Definitions

In this policy:

"Business" means the business of operating the Royal Kingston Curling Club which includes the Web site;

"Membership" means a membership in the Royal Kingston Curling Club;

"we", "us", "our" and the "Club" refer to the Royal Kingston Curling Club Limited, located at 130 Days Road, Kingston, ON and/or <http://184.107.161.146/~royalkin/>;

"Web site" refers to the web site found at <http://184.107.161.146/~royalkin/>;

13.2 Collection of Personal Information

Our primary purpose in collecting personal information from you and about you is to ensure the provision of high quality products and/or services. We only collect personal information from and about you that we consider necessary for achieving this purpose and to permit us to conduct the Business diligently.

13.3 Use of Your Personal Information

We may use the personal information we collect from and about you to:

- ensure the provision of high quality membership services;
- inform you about online and offline offers, membership services, updates and events (including expiry and renewal of your Membership);
- enable us to contact you;
- establish and maintain communication with you;
- assist us in complying with legal and regulatory requirements;
- invoice you and receive payment for products and/or services;
- collect unpaid accounts;
- provide you with information concerning the business operation of the Club.

We may also use your personal information as may be described to you at the time of collection. We may compare and review your personal information for errors and omissions and for accuracy. If you choose to provide us with your financial information, we may use your address and financial information to bill you and to provide associated support. We may use personal information about you, in a

non-personally identifiable manner, to improve our marketing and promotional efforts, to analyse Memberships, to improve our content and product offerings, and to customize our Web site's content, layout, and services. These uses are to enable us to improve the Business and to better tailor the Business to meet your needs.

13.4 Disclosure of Personal Information

As a matter of policy, we do not sell, rent, or lease any of your personal information to third parties without your explicit consent. However, there are a variety of circumstances where we may need to disclose some of your personal information, including the following:

We may disclose your personal information to an individual who, in our reasonable judgement, is seeking the information as your agent. For example, we may provide your personal information to your legal representative if we are satisfied that the individual is requesting the information on your behalf.

We may disclose your personal information as may be required by law.

We may aggregate personal information and disclose such information in a non-personally identifiable manner to advertisers and other third parties for marketing and promotional purposes.

13.5 Control of Your Password

You are responsible for all actions taken with any user ID and/or password used to access the Web site. Therefore, we recommend that you not disclose your password to any third parties. If you choose to share your user ID, your password or your personal information with a third party, you are responsible for all actions resulting therefrom. If you lose control of your password, you may lose substantial control over certain personal information. Therefore, if your password has been compromised for any reason, you should immediately change your password.

13.6 Access, Review, Change and Destruction of Your Personal Information

You may access, review and/or change the personal information we have in our files by submitting a written request to do so to Manager of the Royal Kingston Curling Club at the address below. We ask that you promptly advise us of any changes to your information. Upon your written request, we will destroy, as soon as reasonably possible and in accordance with our internal policies and applicable law, any and all personal information that we have in our files about you. Notwithstanding the foregoing, we will retain in our files some personal information in order to enable us to collect any unpaid accounts and/or as may be required by law.

13.7 Other Information Collectors

Except as otherwise expressly included in this Privacy Policy, this document only addresses the collection, use and disclosure of personal information we collect from and about you. To the extent that you disclose your personal information to other parties, different rules may apply to their collection, use or disclosure of such personal information. Since we do not control the privacy policies of third parties, you are subject to the privacy policies of such third parties.

13.8 Protecting Your Privacy

The personal information that is retained by us is kept in a secure environment and we use reasonable procedural and technical safeguards to protect your personal information against loss, theft and unauthorized access or disclosure. While we employ many different security techniques to protect such data from unauthorized access by users inside and outside the Club, we cannot ensure perfect security, particularly in relation to the Web site.

13.9 Amendments to This Policy

We may amend this Privacy Policy at any time by mailing (including regular mail and email) any amended terms to you or by posting the amended terms on our Web site or at the Royal Kingston Curling Club. All amended terms shall automatically be effective five days (5) days after mailing or on the date of posting.

If you wish to access, review and/or change your personal information contained in our files or if you have any questions or concerns about our privacy principles outlined above or about our practices, please contact the Club Manager at:

Royal Kingston Curling Club
130 Days Road
Kingston, Ontario
Canada
K7M 9G4

Phone: 613-546-2243

E-mail: admin@royalkingston.com

Appendix 14

14.0 RKCC Anti-Discrimination, Harassment, Code of Conduct and Ethics Policy (Revised November 26th, 2020)

14.1 Definitions

“Individuals” - This policy is applicable to all individuals associated with the Royal Kingston Curling (RKCC) including club members, league representatives, volunteers, managers, administrators, members of the Executive Board, employees, contract personnel and parents of underage members.

“Discrimination:” Discrimination is any distinction, whether intentional or not but based on prohibited grounds, which has the effect of imposing burdens, obligations or disadvantages on an individual that are not imposed on others, or which withholds or limits access to opportunities, benefits and advantages available to others.

“Harassment:” Harassment is a form of discrimination, and refers to conduct associated with a prohibited ground that affects the sport environment or leads to adverse consequences within that environment for the person(s) experiencing the harassment, which the perpetrator knew or ought reasonably to have known would be unwelcome.

14.2 Purpose

The purpose of this Anti-Discrimination, Harassment, Code of Conduct and Ethics Policy is to ensure a safe and positive environment with the RKCC's programs, activities and events, by making all individuals aware that there is an expectation of appropriate behaviour, consistent with the values of the RKCC, at all times:

- 1.To establish RKCC as an organization in which all individuals may reasonably expect to participate free from harassment.**
- 2.To provide an environment when members, employees and volunteers contribute to the RKCC's goals in the knowledge that their personal aspirations and dignity will be respected.**
- 3.To create an awareness of the nature and types of harassment.**

14.3 Application of this Policy.

This policy applies to all individuals relating to conduct that may arise during the course of club activities and events, including but not limited to league play, bonspiels, competitions, practises, social activities, travel and meetings.

This policy applies to conduct that may occur outside of the club when such conduct is detrimental to the image and reputation of the RKCC.

This policy also applies to any other ground of discrimination prohibited by applicable law.

Nothing in the Anti-discrimination, Harassment, Code of Conduct and Ethics Policy affects the rules of the sport or the selection of teams based on performance.

1.Discrimination: The prohibited grounds of discrimination under this policy are as follows:

- a) ancestry
- b) citizenship
- c) colour
- d) creed
- e) disability
- f) ethnic origin
- g) language (but not where a language is a qualification for employment or office)
- h) marital/family status (defined to include common law relationships, and to not preclude anti-nepotism policies)
- i) place of origin
- j) political opinion
- k) race

l) sex (defined to include pregnancy)

m) sexual orientation

2. Harassment can take many forms but generally involves conduct, comment or display that is insulting, intimidating, humiliating, hurtful, demeaning, belittling, malicious, degrading or otherwise causes offence, discomfort, or personal humiliation or embarrassment to a person or group of persons.

Examples of harassment include:

- a) unwelcome remarks, jokes, nicknames, innuendo, or taunting linked to a prohibited ground such as a person's age, sexual orientation, race ancestry, political opinions, etc.;
- b) written or verbal abuse or threats linked to a prohibited ground;
- c) racial or ethnic slurs;
- d) displays which may cause offence and are related to prohibited grounds, such as sexual, racial, ethnic or religious posters or graffiti;
- e) use of terminology that reinforces stereotypes based on prohibited grounds;
- f) vandalism or physical assaults motivated by prohibited grounds, and
- g) condescension, paternalism or patronizing behaviour linked to prohibited grounds which undermines self-respect or adversely affects performance or working conditions.

3. Discipline in training is an indispensable part of high performance sport and should not be confused with discrimination or harassment. However, it is of vital importance that those in authority:

- a) set and communicate non-discriminatory performance standards, selection criteria, rules and regulations to all participants;
- b) ensure that training involving touching or other physical contact occurs in an appropriate setting and only after informed consent has been sought and received;
- c) be consistent in taking any corrective or punitive action without discrimination or harassment based on prohibited grounds; and
- d) use non-discriminatory terminology; address individuals by name and avoid the use of derogatory slang or offensive terms.

4. Sexual Harassment

Sexual harassment is unwelcome sexual advances, or other verbal or physical conduct of a sexual nature or related to a person's sex when:

- a) submitting to or rejecting this conduct can affect decisions about the individual;
- b) the conduct has the purpose or effect of interfering with the individual's performance; or
- c) the conduct detrimentally affects the environment.

Specific examples can include:

- i) criminal conducts such as stalking, and physical or sexual assault or abuse;
- ii) inappropriate comments about a person's body or appearance;
- iii) inquiries or comments about an individual's sex life, sexual preferences, etc.;
- iv) leering or other obscene or suggestive gestures;
- v) promises or threats contingent on the performance of sexual favors;
- vi) sexual/sexist graffiti or any displaying of sexually explicit material or pictures;

- vii) unwanted physical contact including touching, kissing, patting and pinching;
- viii) unwelcome flirtation, sexual remarks, invitations or requests whether indirect or explicit; and
- ix) use of inappropriate or derogatory sexual terms

5. Reprisal

Reprisal or threat of reprisal is an aggravating factor in any situation involving discrimination or harassment, particularly where the reprisal or threat of reprisal is by a person in authority.

Examples of reprisal include:

- a) acts of retaliation designed to punish an individual who has reported discrimination or harassment; and
- b) threats of retaliation designed to dissuade an individual from reporting discrimination or harassment.

In sexual harassment situations, reprisals can also include:

- i) acts of retaliation to punish an individual who has rejected sexual advances; and
- ii) threats of retaliation if sexual advances are rejected.

For the purposes of these guidelines, the making of a groundless complaint shall also be deemed a reprisal.

6. Condonation

If a person in authority knows or, should reasonably have known that discrimination or harassment may have occurred and fails to take appropriate action, the person in authority has condoned the discrimination or harassment and may be subject to sanctions under these guidelines.

14.4 Responsibilities

All individuals have a responsibility to abide by the following stipulations through their actions, words, activities and communications, both verbal and written. This refers to actions that may be intentional or not and to activities that one should reasonably know to be offensive.

a) Maintain and enhance the dignity and self esteem of all club members and other individuals by:

- Demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, gender, ancestry, colour, ethnic or racial origin, nationality, sexual orientation, age, marital status, religion or disability.
- Focusing comments or criticism appropriately and avoiding public criticism of an individual associated with the RKCC
- Consistently demonstrating the spirit of sportsmanship, sports leadership and ethical conduct
- Acting, when appropriate, to prevent or correct practices that are unjustly discriminatory

- Consistently treating individuals fairly and reasonably

- Ensuring the rules of curling and the spirit of such rules are adhered to.

b) Refrain from any behaviour that constitutes harassment, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious. Types of behaviour that constitute harassment include, but are not limited to:

- Written or verbal abuse, threats or outbursts

- The display of visual material which is offensive

- Unwelcome remarks, jokes, comments, innuendos or taunts

- Condescending or patronizing behaviour which is intended to undermine self esteem, diminish performance or adversely affect any and all sporting and working conditions

- Practical jokes which cause awkwardness or embarrassment, endanger a person's safety or negatively affect performance

- Physical assault

- Retaliation or threats of retaliation against an individual who reports harassment

c) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities

d) Take reasonable steps to manage the responsible consumption of alcoholic beverages associated with club events

e) Respect the property of others and not wilfully cause damage

f) Abstain from the use of non-medical drugs or the use of performance-enhancing drugs or methods

g) Comply at all times with the constitution, bylaws, policies, rules and regulations of the RKCC **and any other applicable law.**

14.5 Complaints Procedure

Any member of the club or individual associated with the RKCC who feels they have been harassed or discriminated against, is encouraged firstly to make a direct request to the alleged perpetrator to stop the offensive behaviour.

If the offending actions persist, or the individual is not comfortable with approaching the alleged perpetrator, the individual is encouraged to bring the matter to the Member-at-Large. If further action is required, written documentation would be needed for submission to the Board

If it is an alleged employment-related offense, the matter should be referred to the Personnel Committee.

The matter will be investigated in such a way to maintain the dignity and respect of all individuals involved and to bring the matter to a fair and acceptable resolution.

14.6 Complaint Report Form

Anti-Discrimination, Harassment, Code of Conduct & Ethics Policy Complaint Report form

Complaint:

Name of Complainant:

- 1) Have you made a direct request to the alleged perpetrator(s) to stop the offensive behaviour?
- 2) How does RKCC policy, Appendix 14 - Anti-Discrimination, Harassment, Code of Conduct and Ethics Policy apply to your complaint?
Please specify the section(s) that apply.
- 3) Do you wish the Board to consider this complaint which will need an investigation? If so, written documentation from you will be required providing the information above, and any additional evidence you wish the Board to review for your complaint.

4) In your documentation, please advise what your expectation is of the Board members. In other words, what action do you expect the Board to take to remedy your complaint?

Complaint Details

Name of Alleged Perpetrator	Which Responsibility was Allegedly Violated as per Appendix 14, Item 14.4 of the Policy	Date(s) When Alleged Violation(s) Occurred	Details of the Alleged Violation(s)	Is There Evidence Available to Support the Allegation?

Submitted To:

Date Submitted:

Appendix 15

15.0 RKCC Accident or Incident Response and Reporting Procedure August 2019

1. Note: To be used in conjunction with the RKCC Accident/Incident Report Form, included in the following Section C of this procedure.
2. SCOPE - This procedure applies to all persons using the Royal Kingston Curling Club, 7 days a week while the club is in operation.
3. OBJECTIVE – The objective of this procedure is to outline the steps to be taken in the event of an accident, injury or incident

A. Accident (Injury) or Incident Response Procedure

Level 4 -- If a critical injury occurs where serious injury places a life in jeopardy e.g. unconsciousness, fracture, amputation, loss of blood, burns or fatality.

INJURY/ILLNESS RESPONSE PLAN - All potential serious injuries and illnesses should be immediately reported to 911

1. If using the club phone, dial 9 and then 911
 - a) Speak clearly and slowly
2. Ask for **Emergency Services**

3. Give location:
 - a) **Royal Kingston Curling Club**
 - b) 130 Days Road
 - c) The curling club is located **beside Centre 70 on Days Road (off Front Road)**
 - d) Main intersection – **Cranbrook Street**
4. Give telephone number **613-546-2243**
5. State the nature of the emergency:
 - a) Type of emergency, e.g., injured adult male
 - b) Type of accident/illness, e.g., Head injury, suspected heart attack
 - c) Number of victims
6. Identify yourself and wait for further instructions.
7. Complete the RKCC Incident Report form and submit to an employee on duty or the club manager. The forms are located on the left-hand side of the bar beside the phone. These report forms must be retained in the club's records.

8. The Manager, bartender or other person on duty if the Manager is unavailable, will ensure the safety of employees, the public, equipment and facilities from further injury or damage.
9. Manager, bartender or other person on duty if the Manager is unavailable, will immediately inform Club President and/or vice President of the accident/incident.
10. In the case of injury to an employee, the Ministry of Labour will be notified as soon as possible.
11. Our insurance company will be notified as soon as possible.
12. The Manager will conduct a thorough investigation following the accident/incident.

Level 3 -- If medical treatment is sought by a health care individual, on or off site... e.g. cut finger requiring stitches or concussion after a fall.

IF THE INDIVIDUAL DOES NOT DEEM THE INJURY/ILLNESS SERIOUS ENOUGH TO CALL 911

A) Fall on ice or in the facility – head injury/concussion (see information below regarding concussions) or other potential injury (e.g. wrist injury/break)

1. Provide the individual an ice pack when appropriate

2. Identify anyone with first aid training
3. Administer other needed first aid – see First Aid kit located in the ice shed
4. Take the person to the lounge and ask that he/she remain seated
5. Have someone stay with the individual while still at the club
6. Ensure there is a third party available or contacted to drive the individual home or to an medical facility
7. Follow-up with the individual until such time as he/she is safely out of the facility.
8. If the situation seems to be worsening, call 911 (see instruction above)
9. Complete the RKCC Incident Report form and submit to an employee on duty or the club manager. The forms are located on the left-hand side of the bar beside the phone. These report forms must be retained in the club's records.
10. The Manager will conduct a thorough investigation following the accident/incident

NOTE: - If a concussion is suspected **DO NOT ALLOW** the curler to return to play even if the curler states that he/she is feeling better.
WHEN IN DOUBT SIT THEM OUT!

Inform the individual he/she needs to be examined by a medical doctor or nurse practitioner as soon as possible that day.

Monitor and document any changes (i.e. physical, cognitive, emotional/behavioural) in the curler

DO NOT administer medication (unless the curler requires medication for other conditions – e.g. insulin for a curler with diabetes)

THE CURLER MUST NOT LEAVE THE PREMISES WITHOUT PARENT/GUARDIAN (OR EMERGENCY CONTACT) SUPERVISION!

B) Illness

1. Take the person to the lounge and ask that he/she remain seated
2. Identify anyone with first aid training
3. Have someone stay with the individual while still at the club
4. Ensure there is a third party available or contacted to drive the individual home or to a medical facility
5. Follow-up with the individual until such time and he/she is safely out of the facility
6. If the situation seems to be worsening, call 911 (see instructions above)
7. Complete the RKCC Incident Report form and submit to an employee on duty or the club Manager. The forms are located on the left-hand side of the bar beside the phone. These report forms must be retained in the club's records
8. The Manager will conduct a thorough investigation following the accident/incident

NOTE: The club has a defibrillator located in the ice shed – above the First Aid kit. Located near ice #6 in the south west corner.

EMERGENCY CONTACT LIST for all type of emergencies:

Ambulance – 911

Police – 911

Club Manager (in charge in the event of an emergency) – 613-546-2243 or 613-532-3450

President – 613-328-3745

Vice-president – 613-453-9790

PREVENTING CURLING RELATED INJURIES – WHAT TO DO AND WHEN

PRE-SEASON

- Have a medical profile completed for each participant (17 and under)
- Inform participants and/or parents of possible risks

DURING A COMPETITION, BONSPIEL, RECREATION PLAY, RENTALS AND/OR LEAGUE PLAY

- Inform participants of specific safety measures relating to activities, facilities and equipment
- YOUTH under the age of 13 – highly recommend they wear approved head protection.
- NOTE: RKCC Policy (September 2017) requires all youth under the age of 12 to wear a helmet. The providing of a helmet is the responsibility of the child's parent/guarding
- RENTERS and/or FUNSPIEL participants and SENIORS (65+) – highly recommend they wear approved head protection
- Have delivery devices and delivery sticks available for novices
- Make grippers available for sale, for rent or free

SAFETY SUMMARY

- Obtain all pertinent health information about each participant (17 and under) along with emergency contact information.

- Ensure curlers are properly “warmed up” before beginning activity
- Ensure behaviour risks are outlined (no sword fighting with brushes, no pushing rocks at people’s feet, etc)
- Ensure youth curlers do not go on the ice without adult supervision.
- Ensure qualified instructors conduct your on-ice program – they have been taught the ways to minimize risk when teaching curling

INFORMATION REGARDING CONCUSSIONS – PLEASE READ

CONCUSSION DEFINITION

A CONCUSSION

- Is a brain injury that changes how the brain functions, leading to symptoms that can be physical (e.g. headache, dizziness,) cognitive, (e.g. difficult concentrating or remembering), emotional/behaviour (e.g. depression, irritability) and/or related to sleep (e.g. difficulty falling asleep)
- May be caused either by a direct blow to the head, face, or neck, or a blow to the body that transmits a force to the head, that causes the brain to move rapidly with the skull.
- Can occur even if there has been no loss of consciousness (in fact most concussions occur without a loss of consciousness)
- Cannot normally be seen on x-rays, standard CT scans or MRIs

CONCUSSION DIAGNOSIS

A concussion is a clinical diagnosis made by a medical doctor or nurse practitioner. It is critical that a medical doctor or nurse practitioner examine a curler with a suspected concussion.

- Signs/symptoms can appear right after the injury or may appear within hours or days of the injury
- The signs/symptoms may be different for everyone
- An individual may be reluctant to report symptoms because of a fear that they will be removed from the activity, or that their status on a team or in a game could be jeopardized
- It may be difficult for younger children (under the age of 10) and those with special needs or where English/French is not their first language, to communicate how they are feeling
- Signs for younger children (under the age of 10) may not be as obvious as in older children/adults

COMMON SIGNS AND SYMPTOMS OF A CONCUSSION

SOME POSSIBLE SIGNS OBSERVED BY OTHERS

PHYSICAL

- Vomiting
- Slurred speech
- Slowed reaction time
- Poor coordination or balance
- Blank stare/glassy-eyed/dazed or vacant look
- Decreased playing ability
- Loss of consciousness or lack of responsiveness
- Lying motionless on the ground or slow to get up
- Amnesia
- Seizure or clutching of their head

COGNITIVE

- Difficulty concentrating
- Easily distracted
- General confusion
- Cannot remember things that happened before and after the injury
- Does not know time, date, place, class, type of activity in which he/she was participating
- Slowed reaction time (e.g. answering questions or following directions)

EMOTIONAL/BEHAVIOURAL

- Strange or inappropriate emotions (e.g. laughing, crying, getting angry easily)

SLEEP DISTURBANCE

- Drowsiness
- Insomnia

POSSIBLE SYMPTOMS REPORTED BY THE INDIVIDUAL

PHYSICAL

- Headache
- Pressure in head
- Neck pain
- Feeling off/not right
- Ringing in ears
- Seeing double or blurry/loss of vision
- Seeing stars, flashing lights
- Pain at physical site of injury
- Sensitivity to light or noise

COGNITIVE

- Difficulty concentrating or remembering
- Slow down, fatigue or low energy
- Dazed or in a fog

EMOTIONAL/BEHAVIOURAL

- Irritable, sad, more emotional than usual
- Nervous, anxious, depressed

SLEEP DISTURBANCE

- Drowsy

- Sleeping more/less than usual
- Difficulty falling asleep

Level 2 -- If an injury occurs that can be treated at the site e.g. cut finger requiring a band aid only

1. Manager, bartender or other person on duty if the Manager is unavailable, will provide First Aid Assistance to the injured person.
2. No reporting of the incident is required.

Level 1 -- If no treatment is required, e.g. a bruise

1. No reporting of the incident is required.

B. Accident/Incident Reporting Procedure

1. Who should report the accident/incident?

a. Injuries occurring during regular league play should be reported by the team Skip, or any witness

b. Injuries occurring during bonspiels, or involving curlers who are not members of the club should be reported by a witness closest to the injured person or by the person of authority in charge of the event.

c. However, ANY PERSON, participating or in attendance at the time, who witnessed the accident or incident, is able to fill in the form.

2. Where are the blank report forms? Forms are available at the bar, from the bartender .

3. Where do I put the completed form? Completed forms should be delivered to the Bar or to the club Manager.

4. Is the signature of the injured person mandatory?

a. Signature of the injured person is not mandatory. In some cases the injured person may refuse to sign or may be unable to sign.

b. A reporting form should be filled out and submitted to the Royal Kingston Curling Club regardless of whether the injured person signs the form or not

5. Club Administration

- a. All Injury or Incident Report forms will be logged sequentially (manually) on the Report Form by the club Manager.
- b. Accident/Incident Report forms are to be reported to and reviewed by the Board.
- c. All original copies of the Accident or Injury Report forms are to be kept in the club office for a period of seven years.

6. Use of Completed Accident/Incident Report Forms:

- a. Completed Accident/Incident Report Forms are to be considered Confidential Records for internal club use only.
- b. Accident/Incident Report Forms may be shared as reasonably required by the club's insurance company, legal counsel or as required by law (i.e.: if requested by police).
- c. Accident/Incident Report Forms:
 - May not be shared outside the club with third parties acting on behalf of the injured person UNLESS the injure person has signed the form providing consent for release of their information.
 - May be shared with Insurance companies or legal counsel acting on behalf of the club to process a claim.
 - May be shared with police or others if required by law

C. RKCC Accident /Incident Reporting Form

Royal Kingston Curling Club Accident/Incident Report Form	
Date of Incident	Report # (Office use only)

Time of Incident	Date of Report
Name of person filing report:	
Email:	
Phone Number:	
Signature:	

Section 1 – Reporting an Accident (Injury)

Name of injured person:

Date of Birth of Injured Person:

Phone Number:

How did the injury happen?

What is the nature of the injuries?

Was First Aid Offered/Accepted? Y / N

Was 911 called? Y / N

Was victim transported to hospital ? Y / N

Was an ambulance required ? Y / N

Did injured person resume curling ? Y / N

Name and phone number of witness #1

Name and phone number of witness #2

Privacy: Some of the information you provide in this report may be personal. By completing and signing this form you confirm that you have given us authority to use and share this information with other insurance companies, counsel or other people needed in the investigation or processing of this report.

Signature of injured person (if possible):

Section 2 – Reporting an Incident (Property damage/loss/violence/other)

Date and time of incident:

Where did the incident occur?

Type of incident (circle one): Damage to Property Loss of Property Violence Other (Please describe) :

Describe how the incident occurred –provide as much detail as possible:

Was emergency assistance required? (i.e. emergency maintenance, police, fire or other):

Photographs: If photographs of the incident were taken, please email them to the club manager and note the Incident date in the email.

Submit completed form to the Club Manager or Bartender if Club Manager is unavailable

Appendix 16

16.0 RKCC Human Resources and Personnel Policy

1. Positions at RKCC and Reporting Structure

Club Manager	(Salaried)
_ Head Ice Technician	(Salaried)
_ Ice Technicians	(Wage, roll)
_ Head Bartender	(Wage, roll)
_ Bartenders	(Wage, roll)

2. **Position Descriptions** for the Club Manager, Head Ice Technician and Head Bartender can be found in the Policy and Resource Manual.

3. Hiring and Termination Policies

All recommendations for staffing levels and/or hire/termination issues will be presented, in writing by the Club Manager, to and approved by Personnel Committee of the Board of Directors.

4. Work Assignments, Scheduling and Training Policies

Club Manager will schedule, supervise, provide or arrange training for, organize and assign duties to, and record hours of work for salaried and hourly-paid direct report employees, in keeping with remuneration budgeted for the fiscal year. Arrange with Accountant for bi-weekly remuneration of all employees and arrange for backup where and when necessary in the event of an emergency.

Head Ice Technician will, subject to approval of Club Manager, schedule, supervise, provide or arrange training for, organize and assign duties to, and record hours of work for hourly-paid direct report employees, in keeping with remuneration budgeted for the fiscal year.

Head Bartender will, subject to approval of Club Manager, schedule, supervise, provide or arrange training for, organize and assign duties to, and record hours of work for hourly-paid direct report employees, in keeping with remuneration budgeted for the fiscal year.

5. Staff Communications

During curling season (September to April), Club Manager will schedule and conduct a monthly staff meeting and provide minutes to Personnel Committee Members. Club Manager will discuss with staff pertinent items from the minutes of monthly Board meetings, share and discuss plans for upcoming curling and rental events and ensure everyone is aware of staffing requirements, what is expected and individual responsibilities. Club Manager will communicate any and all staff issues and concerns, in writing, to President and/or Personnel Committee in a timely manner.

6. Performance Management

The Personnel Committee will conduct a formal performance appraisal for the Club Manager and submit a written summary of the discussion to the employee as well as the Board of Directors for approval before April 30th of the current curling season. Supports for this appraisal process may include 360 Degree assessments by employees and Directors, a Club Manager Appraisal form, the Club Manager's Position Description and the Club Manager's contract with RKCC. Copies of the Club Manager's contract are retained by the Chair of Personnel Committee as well as the Club Manager. Club Manager will attend seminars, training courses, workshops, etc., as and when required, to maintain the skills and knowledge-level necessary to perform the job, as authorized and/or designated by the Board of Directors.

The Club Manager will conduct formal performance appraisals for the Head Bartender and the Head Ice Technician and submit a written summary of the discussion to the employee as well as the Personnel Committee members for approval before April 30th of the current curling season.

The Head Ice Technician will conduct formal performance appraisals for all Ice Technicians and submit a written summary of the discussion to the employee as well as the Club Manager for approval before April 30th of the current curling season. The Head Ice Technician will actively seek and participate in continuing advancement opportunities to maintain the skills and knowledge necessary to perform the duties of the position, as described in the Head Ice Technician Position Description. These items would include, but, not be limited to, Ice Technician Certification, WHMIS training, Life Saving, First Aid training, and other related courses.

The Head Bartender will conduct formal performance appraisals for all bartenders and submit a written summary of the discussion to the employee as well as the Club Manager for approval before April 30th of the current curling season. The Head Bartender will actively seek and participate in continuing advancement opportunities to maintain the skills and knowledge necessary to perform the duties of the position, as described in the Head Bartender Position Description.

7. Salary and Wage Management Process

Management of salaries and wages will be based on

- a. the results of budget discussions by the Board of Directors and approved by the members at the April 30th Annual General Meeting
- b. the results of performance appraisals completed for all employees before April 30th
 - i. Salaries and wages for all employees will normally be adjusted annually in keeping with the outcome of budget discussions and become effective May 31st

- ii. where performance significantly falls short of reasonable expectations, as determined by the Performance Appraisal discussions, salary/wage adjustments will, with the approval of the Personnel Committee, reflect the results of those discussions for each employee on an individual basis.
 - iii. where performance significantly exceeds reasonable expectations, as determined by the Performance Appraisal discussions, salary/wage adjustments will, with the approval of the Personnel Committee, reflect the results of those discussions for each employee on an individual basis to a maximum of 10% above the recommended budgetary increase.
- c. The Club Manager's annual salary adjustment will be made May 31st, as described above in point (b), subject to contractual obligations as outlined in the Club Manager's Contract.

8. Club Manager's Contract

The search for, and selection of, the Club Manager will be the responsibility of the Personnel Committee, subject to the approval of the proposed candidate by the Board of Directors.

The Club Manager's Contract will normally be effective for a three year period and will commence on August 1st of the first year of that contract and terminate on July 31st of the third year of that contract, unless extended for an additional three years by mutual agreement of the parties. The contract will reference duties and performance expectations through the Club Manager's Position Description, the Club Manager's Appraisal Form and any specific requirements mutually agreed upon by the Personnel Committee and the prospective Club Manager.

The Club Manager's salary for each year of the three year contract will be negotiated at the time of hire and will additionally take into account the annual adjustment process described in Point (7) above. In addition, any incentive payments, to be administered annually through clearly identified performance indicators, will be negotiated at time of hire and be paid May 31st of each year. Assessment of performance, with respect to incentive payments, will be included as part of the Performance Appraisal discussions which will be concluded before April 30th.

Any part year financial adjustments, made necessary due to resignation before the end of the contract or termination by Personnel Committee, subject to Board approval, will be made on a pro rata basis relative to the previous twelve month period.

Position Descriptions

Position Description 1:

Club Manager

Reports to: Board of Directors

Position Summary:

The club manager is responsible for the overall operation and management of the club, including supervision of personnel, scheduling their hours of work, property management, membership services, Club promotion and customer service.

A. General Responsibilities

1. Be accessible to, and respond to the needs of all members and guests of RKCC in a friendly, co-operative, responsive and pro-active manner, within reasonable limits.
2. (a) Ensure and maintain the safety, security, appearance and regular up-keep (in conjunction with Directors of Ice and Property) of the Club, parking lot and any and all properties owned by RKCC, within approved budget limits (less than \$500.00) for the fiscal year. Arrange for minor repairs and regular up-keep (e.g. janitorial service, building maintenance, yard work, snow removal, alarm testing, etc.).
2. (b) Report any unusual or emergency items, which exceed negotiating level authority to the Operations/Resources Committee Chair, who in turn will advise the Board.

3. Maintain currency with all legislation, regulations and licensing requirements pertinent to the safe and legal operation of a curling facility (that includes an LCBO licensed club room), ensure the Club conforms to said requirements and apprise Board of Directors immediately of changes impacting the Club's operation and/or viability.
4. (a) Prepare and present a brief written report, including but not limited to, recommendations and items requiring attention, in the form of a 'to-do' list, at each monthly Board meeting.
 - (b) Attend all Board of Director meetings and any other meeting as required and/or designated by the Board, including but not limited to, Bonspiel meetings, special event meetings, and sub-committee meetings.
5. In conjunction with and under the direction of the Social Committee Chair, Bonspiel Convener, OCA Representative or member charged with the responsibility of a Club-sponsored event or activity, assist with the preparation of said event or activity, including Championship Night.
6. Maintain books, registers and documents as required by the Club by-laws, in conjunction with the Secretary, Accountant, Finance Committee Chair, Financial Advisor and Directors.
7. Attend seminars, training courses, workshops, etc., as and when required, to maintain the skills and knowledge-level necessary to perform the job, as authorized and/or designated by the Board of Directors.
8. Perform miscellaneous duties as assigned by Board of Directors or Section Heads ONLY.
9. Assign all unscheduled ice time – member sections have priority, 2nd outside full fee rentals, 3rd discounted rentals (latter to accommodate a full fee rental if 21 days' notice given to a discounted renter).

B. Staff Management:

1. (a) Schedule, supervise, provide or arrange training for, organize and assign duties to, and record hours of work for hourly-paid employees (i.e. head bartender, bartenders, janitor, occasional help) in keeping with remuneration budgeted for the fiscal year. Arrange with Accountant for bi-weekly remuneration.
1. (b) Conduct written performance appraisals for the head bartender and submit to the Personnel Committee for approval. Interim appraisal to be completed by December 30th, and final appraisals by April 30th. All recommendations for staffing levels and/or hire/termination issues to be presented, in writing, to and approved by Personnel Committee of the Board of Directors.
1. (c) In consultation with Ice Technician: schedule and supervise salaried Ice Makers. Arrange for backup where and when necessary in the event of an emergency.

1. (d) Conduct Ice Technician performance appraisals and submit to the Operations and Resources Committee Chair and the Personnel Committee for approval. Interim appraisals to be completed by December 30th, and final appraisals by April 30th.
2. During curling season (September to April), schedule and conduct a monthly staff meeting and provide minutes to Personnel Committee and the Operations and Resources Committee Chair. Discuss with staff pertinent items from the minutes of monthly Board meetings. Communicate any and all staff issues and concerns, in writing, to President and/or Personnel Committee.

C. Bar Management:

1. Responsible for the overall operation of the bar, including monthly* inventory reports and re-order(s) of stock as, and when needed. Conduct inventory audits in conjunction with the Head bartender, and maintains the records on the computer database. (Ref: P-C-1) *
Note: inventory reports are in conjunction with the Accountant.
2. Institute and maintain an inventory control system of all bar/ food needs. System must track all losses e.g., breakage, spillage, theft, etc.
3. Ensure safekeeping, prepare deposits and maintain records for all monies associated with the bar, including but not limited to food & beverage sales; 50/50 draw. (Ref: P-C-2)
4. Arrange for bar service between 11:00 a.m. and 4:30 p.m., Monday to Friday.
5. Maintain consumable inventory for bar/kitchen use.

D. Office Management:

1. Order and schedule delivery of (pick-up, if and when necessary) all stock and/or items required for the Club's day-to-day operation, and update inventory records where applicable. (Ref: P-D-2)
2. Accounts Receivable: On a daily basis, receive, record and deposit, to the bank, all monies and cheques received by the Club, including but not limited to, membership dues, advertising revenues, team entry fees for bonspiels and OCA competitions, special events. (Ref: P-D-3)
3. Accounts Payable: Prepare invoices for payment in a timely fashion and obtain authorization in accordance with arrangement stipulated by the Finance Committee Chair and Accountant (Ref: P-D-4)

4. Provide advances, with appropriate authorization received, for all bonspiels and club-sponsored events. (Ref: P-D-5)
5. Receive, review and/or prepare financial statements, upon their completion, for the following:
 - Bonspiels (in conjunction with Bonspiel Convener(s)), and review each with Bonspiel Coordinator,
 - Special Events (including Championship Night) in conjunction with Social Committee Chair (or designate)
 - applicable registration forms in advance of OCA play-downs, in conjunction with Club OCA representatives.
6. Supervise and administer the master Club calendar of ice usage (in conjunction with the Curling Committee) and co-ordinate ice rentals, including the collection of rental agreements and fees.
7. Create and maintain back-up copies of all Club management information, both paper and electronic,(including external hard drive-weekly- to be stored in the Safe) for purposes of disaster recovery, and/or prepare and administer a Risk Management Policy and plan for fire, flood, theft, total computer failure, etc.

E. Member/Membership Services:

1. In conjunction with Membership, Curling and Communications Committee Chairs, assist in the preparation, assembly and distribution of the Card of Intent mailing in August.
2. Receive, respond to, and/or direct membership inquiries, and/or Cards of Intent to Curling Committee for distribution to Section Chairs.
3. Prepare and maintain an electronic database of all members (including Life members), including fees paid and outstanding. Provide listing(s) as and when requested by Directors to verify data. (Ref:P-E-3)
4. On or around October 15th, assist each Section Chair in preparing a list of all members (and curlers) participating in the Section(s). Provide a master list to the Membership Committee Chair for review. Review and revise database accordingly. Provide reports or queries regarding membership statistics for the Membership Committee/Board
5. In conjunction with Curling Committee and Communications Committee, assist in the preparation of the master copy of the Club Roster & Calendar and arrange for printing and distribution.
6. On or around October 1st, provide the Board of Directors and Finance Committee Chair with a list of members with fees outstanding, and arrange for collection.
7. Arrange for and administer:

- Member name tags,
- Club access, fingerprint identification
- Locker rentals and locker assignments
- a list of miscellaneous requests as submitted by section heads or directors

F. Pro Shop Management:

1. In keeping with the needs of members and the budget for the fiscal year, and in conjunction with the Finance Committee Chair and Accountant, purchase, and maintain an inventory control (based on cost of goods sold) system with related records for curling and/or Club-sanctioned items.
2. Service the pro shop, including posting the hours of operation/availability on a weekly basis.
3. Train back -up persons as required to operate the pro shop in the manager's absence

G. Summer Rentals:

1. Set up database for rentals in March / April (Ref: P-G-1)
2. Verify data with and turn over file to Head Bartender at the end of the curling season

H. Hours of Work:

The manager will work from 0900 to 1730 Monday to Friday.

The above hours will be modified when attendance on weekends for bonspiels and special events is required.

Minimum Requirements

- Minimum two years experience managing a similar club or business.
- Strong supervisory and organizational skills with two years experience.
- Computer competency in Microsoft Word, Excel, Simply Accounting, Website maintenance.
- In-depth knowledge of or experience in the sport of curling an asset.
- Certification in 'Smart Serve'.
- Excellent interpersonal and communication skills.

Last Review Date: 19/02/2014

Position Description 2:

Head Bartender

Reports to: Club Manager / RKCC Board of Directors

Position Summary:

During the curling season: assists with all membership and customer services, club rentals, property management, bar inventory / sales, pro shop inventory / sales and provides back up support for the Club Manager in his/her absence.

Responsibilities:

1. Provide bar service from 4:30 p.m. to 12:00 midnight, on a daily basis.
2. (a) Maintain and control inventory of bar and food supplies.
2. (b) Provide weekly inventory of bar supplies to the Club Manager, ensuring that member preferences are noted.
2. (c) Report any / all discrepancies of bar / food inventories to (a), the Club Manager; (b) Finance Committee Chair.
3. (a) Deposit cash receipts at the end of each day to the Club safe.
3. (b) Provide a signed report itemizing the source of those cash receipts (bar, food, 50/50 draw)
3. (c) Provide an additional report itemizing any/all discrepancies noted, (breakage, spillage, shortfalls, etc)
4. During scheduled hours of work, provide membership services, book club rentals, and all other club inquiries. Administer time controls on games (i.e. ring buzzer for 6:50 p.m. or 8:50 p.m.)
5. (a) Ensure the safety and security of the facility is maintained.
5. (b) Monitor and adjust heat and lighting for the facility to optimize utility costs
5. (c) Secure the facility at the end of each day.
6. Assist the Ice Makers when possible.
7. During extended periods of absence of the Club Manager, temporarily assumes the Club Manager's duties as directed by the Board of Directors.

During The Off-Season

Assume responsibilities of Club Manager when the Club Manager is absent as required to:

- Coordinate Club rentals, administer and supervise rental agreements, collect fees.
- Inspect the facility in a timely manner to ensure it is secure as required by the club's insurance policy.
- Ensure summer grounds maintenance is completed as necessary
- Assist Club Manager / Ice-Maker(s) in opening of the Club for the curling season.

Hours of Work

(a) During the curling season: 4:30 p.m. to 12:00 midnight, Monday to Friday and as required for bonspiels or special events.

(b) During off-season: once per week and as required for rentals / maintenance.

Minimum Qualifications

- Minimum 2 years experience assisting in or managing a club or business.
- Post secondary education an asset.
- Computer competency in Microsoft Office.
- Smart Serve certification.
- In depth knowledge of or experience in the sport of curling an asset.
- Competency in inventory management and control.
- Excellent interpersonal and communication skills.

Last Review Date: 19/02/2014

Position Description 3:

Ice Technician

Reports to: Royal Kingston Curling Club Manager

Position Summary:

The Ice Technician is responsible for the overall operation, and maintenance of the curling ice at the Royal Kingston Curling Club (RKCC), including supervision of Assistant Ice Makers, scheduling of ice maintenance (daily and major), responsible for all equipment pertaining to the making of ice and scheduling the regular maintenance of all related equipment.

Responsibilities:

1. Responsible for completely installing the Curling Ice at the beginning of the curling season. Ice must be ready prior to the first night of the new season Curling Clinics and Open Houses, as this is considered the start of the curling season.
2. Maintain the Curling Ice, along with the Assistant Ice Makers on a daily basis, as outlined by the "Daily Ice Maintenance Routine", providing the best surface possible for the members and guests.
3. Unlock and disarm the Curling Club on a daily basis, as the Ice Maker and/or Assistant need to arrive before any other employees. On occasion, it may also be necessary for the Ice Maker and/or Assistant to lock and set the security alarm for the Club as well.
4. Maintain the Curling Ice for each Section and each draw within that Section. This includes scraping, sweeping, nipping, and pebbling of the ice, as well as vacuuming the carpets adjacent to the ice surface in order to provide the best surface possible.
5. Maintain the Curling Ice for all Rentals and Bonspiels, all draws within each of these events. This includes scraping, sweeping, nipping, and pebbling of the ice, as well as vacuuming the carpets adjacent to the ice surface in order to provide the best surface possible.
6. Maintain the Curling Ice and adjacent areas in a safe and clean manner. This includes storing all equipment and tools safely away from the members and guests, as well as the removal of all garbage and other related items from the area.
7. Provide the Club Manager with a weekly schedule, as outlined by the "Weekly Ice Maintenance Routine" one week in advance, of the necessary ice maintenance in conjunction with the Master Schedule in order to provide all Sections and Rentals with the best ice possible. This schedule must include the names of the Employee's that will be completing the maintenance, as well as the anticipated arrival times of the Employee(s)

8. During Major Ice Maintenance, provide the Club Manager with the names of the temporary staff needed to assist in this function, as well as a time sheet with each employee(s) SIN number for taxation purposes, noting the hours worked during this maintenance function and the requested rate per hour. The Board of Directors must approve this rate per hour.
9. Attend meetings with the Club Manager, as scheduled by the Club Manager, to discuss the ongoing operations of the Club as they relate to ice maintenance. At this time, the Ice Maker should have any and all questions or issues ready to discuss with the Club Manager, and if necessary, be prepared to meet with the Operations /Resource or Personnel Committee, to discuss any and all of those issues further.
10. Provide scheduling, training, and supervision to Assistant Ice Makers on an ongoing basis throughout the curling season. The Ice Maker must also provide a performance review of the Assistant Ice Makers twice throughout the season, and present this performance review to the Club Manager.
11. On occasion, during larger events, provide assistance to the Bar Staff, Club Manager, or other RKCC employee(s) as needed during those events. Things such as carrying beverages or paper products, removing garbage, snow removal/spreading sand, etc. will be required from time to time, and the Ice Maker and/or Assistant Ice Makers will be expected to assist as much as possible, without creating a situation where his/their own work may suffer. If at any time, the Ice Maker feels these duties are too much or are putting more demand than is acceptable on their own functions, he/they are to notify the Club Manager immediately.
12. On occasion, the Ice Maker may be required to provide information with regards to ice maintenance to the Club Manager, the Operations /Resources Committee, The Board of Directors, or the Personnel Committee. The Ice Maker will provide this information in a timely and professional manner as requested.
13. Responsible for shutting down the Ice Plant at the end of the season in a safe and timely fashion. Must work with the Ice Plant Technicians (i.e. CIMCO), and other equipment technician(s), Jet Ice, ADT Alarms, Canada Curling Stones as needed throughout the curling season.
14. Be "on call" 24 hours a day for any "Ice Emergency" during the time of employment. This call would be strictly related to a power outage or Ice Plant breakdown, which may cause the ice to melt or be significantly damaged. The Ice Maker would be listed as the first person called by the Alarm Company upon discovery of an "Ice Emergency".
15. Maintain the safety of the Ice Surface and adjacent areas including the Ice Maintenance Room.
16. Actively seeks and participates in continuing advancement opportunities to maintain the skills and knowledge necessary to perform the duties of the position, or as designated by the Board of Directors. These items would include, but, not be limited to, Ice Technician Certification, WHMIS training, Life Saving, First Aid training, and other related courses.

Qualifications:

The following qualifications need to be established in the event that RKCC needs to hire a new Ice Maker. These qualifications are not to be used against the current employee(s).

Experience:

- Minimum two years' experience as an Ice Technician at a Curling Club.
- Minimum Level I Ice Technician Certification.

Education:

- Post-secondary education a definite asset.

Other:

- Excellent interpersonal and communication skills.
- Excellent organizational skills.
- Knowledge of, or experience in the sport of curling.
- Good computer skills.

Hours:

- Full time schedule as determined by the Ice Maker, in conjunction with the Club Manager, Ice Chairperson, and the Personnel Committee.
- Duties require flexible working hours with some evening and weekend work, to be scheduled at the discretion of the Club Manager, in conjunction with the Assistant Ice Makers.

Last Review Date: 19/02/2014