



RINGETTE ONTARIO

912-305 Milner Avenue
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AGENDA

**Board of Directors Meeting
Saturday, May 4th, 2019
9:00am – 4:00pm**

(HEREINAFTER CITED AS D5-18)

1. Roll Call:

Present

President	John Voss
VP Technical	Heather McTavish Taylor
VP Administration	Margareth Peressutti
Central Region Director	Colin Deans
Western Region Director(s)	Chris Sharpe / Brian Breckles
Eastern Region Director	Mike Lester

Via Teleconference

Athlete Director	Freedom Warne (9:00A – 12:00P)
VP Finance	Christine Thorndyke (9:00A – 2:20P)
Northeastern Regional Director	Terry Ablett (10:00A – 2:20P)

Invited Guests

Executive Director	Pamela Julian
Operations Coordinator	Annie Goncin
Technical Director	Karla Xavier (9:00A – 12:00P)
Southern Region Representative	Rob Crandall

Regrets

VP Communications	Justine Janssen
Southern Region Chair	Nina Kavalinas

2. Additions and Adoption of the Agenda

2.1 **Motion D5-18-01 THAT:** The Board of Directors approved the Agenda with changes and additions

Moved: Colin Deans

Seconded: Heather McTavish Taylor

Carried/Defeated

3. Adoption of the Minutes from January 26th, 2019 Board of Directors Meeting

3.1 **Motion D5-18-02 THAT:** The minutes of the January 26th, 2019 Board of Directors meeting are accepted

Moved: Margareth Peressutti
Seconded: Heather McTavish Taylor
Carried/Defeated

4. Correspondence

- No correspondence

5. Reports from the Athlete Representative and Regional Directors:

5.1 Athlete Director

Freedom Warne

- No report

5.2 Western

Brian Breckles

- Not much to report
- New Adult Development Coordinator is Stephanie Smith – learning the ropes and processes
- Western Region Secretary has stepped down after 30 years
- We have a VP role that we have to fill

5.3 Northeastern

Terry Ablett

- No report

5.4 Southern

- Nothing to report

5.5 Central

Colin Deans

5.5.1 RO Closest Association Recommendations

- Subcommittee was well aligned
- Three regions that are impacted (Southern, Central, Western).
- Western – everyone needs to agree on what technology will be used
- Western – City Halls all need to be kept consistent as a point of reference (very rare that City Halls move). First criteria is City hall, second criteria is their home address
- Keep language of policy as simple as possible
- Players trying out for association is regardless of regional boundaries. This is also at the players discretion
 - If they stay in region, the regional rules will take effect
- Currently using the same model in Western and Southern (city hall as anchor point), along with player residency
- Agreement among subcommittee and moved over to Membership chair who is reviewing
- Look at different language on how to implement the new policy (modify existing language regarding implementation)
- “athlete-centered” policy

5.6 Eastern

Mike Lester

- Nothing to report

6. Governance & HR Committee Report: Margareth Peressutti

6.1 Committee Structure Proposal

- What we looked at this year is how we’re practicing and what can we improve
- Examined what were the functions of the different program committees
 - Want to keep the core committees together
- Program Committees are now going to be reporting to the office, as opposed to reporting through the board
- Heather – what is the purpose of the board after this?
- Margareth – from a committee perspective, we’re here to help and advise the office, but not get involved in the day-to-day management of the operations or the committees
- Want to provide a better service for our membership and utilize our office staff more
- Brian – within our regions what is the recommendation of what we need to have regarding Athlete Development?

- Should we have an athlete development coordinator? As we move forward with Half Ice program, does that responsibility falls into that athlete development position?
- Are we going to be okay to call it two coordinators within the new structure? Maybe keep two people for the interim representing Sport Dev and High Performance and see how that works over time. They can share the role so each one has back up for decisions
- We're trying to implement this in a AAA year, so we need to be cognizant of these upcoming changes
 - Western Region thinks these are great changes, we just need to be sure on HOW we're going to implement this
- Margareth – we're consolidating positions, as some people aren't doing anything, or some people aren't doing enough
 - We don't want to tell the regions how to structure their positions
- John – part of the advantage is that this position is flexible. We're not carving in stone about how many people needs to take on this position. Whomever steps into this position needs to take on the responsibilities that are required within that role.
 - The key to point is that committees are now reporting through staff rather than through the board members.
 - Not to diminish the board members, it is to enlighten, refresh and energize them
- Mike – Elite position is more of a special project, rather than an on-going position
 - We're not trying to discourage volunteers, we're trying to bring people together
 - We need to make sure Elite, Sport and Athlete Development work together
 - We wouldn't change the By-Laws in our region, they might have a name change for "Athlete Development" (position) HP Rep and Sport Dev Rep (specialties)
- Dividing the function up, unfortunately we have silos within Elite and Sport Development, and we need to remove those silos and have the committees working together as one
- We can create sub-committees for specific areas to make the work load easier and execution of tasks fast
 - Half ice would maybe work better as a sub-committee or a working group, as there are going to be people who are more dedicated to working with the kids
- Terry – we're just changing the structure; it is not much different than what we're currently doing
- Chris – need to designate someone to be a representative at the table. We would need to then change our by-laws on this

6.2 Board Skill Matrix & Recruitment

- Created an online matrix to select candidates
- If you have three individuals for one position what would happen?
 - We have a nomination committee for this for the recommendations on who would receive that position
- We need to figure out a way on HOW we deliver messages from the nominating committee
- We want people to speak to their specific skills that they have rather than other biases
- Questionnaire is used to draw out skills that we need on the board
- For the nominating committee, we would like to use regional directors as they're more of the voice for the needs of the membership
- Colin Deans is the chair of the nomination committee for the 2018-2019 season, as he was chosen at the Board Meeting in June 2018 to take on that role.

6.3 Proposed By-Law Amendments

- Two broad areas
 - Name change to Ringette Ontario
 - Governance board
 - Need to make sure that executive decisions are made by the ED
 - Things are then sent to the Board as required, for approval

- The roles will be selected in the same way
 - Something that is changed will be the responsibilities of a said position
- Standing committees:
 - Governance & Human Resources and Audit & Risk are the two Standing Committees we created this year
 - Executive committees in the past were only Directors
 - What we're doing is creating executive committees of the *board*, rather than a committee of Ringette Ontario
 - Planning the functions of the board
 - Needs to meet a few times a year with a standard agenda
- Reflecting the evolution of the board with certain governance and oversight abilities that have not existed in the past.
- 6.2.4 and 6.2.5 need to have clearer verbiage as to not create any confusion
- Margareth – suggest creating two visual graphics to reflect “current practices” and “new practices”

6.3.1 **Motion D5-18-03 THAT:** The By-Laws of the Ontario Ringette Association, as amended herein, be properly put before the Membership at the 2019 Annual General Meeting for approval

Moved: Margareth Peressutti

Seconded: Chris Sharpe

Carried/Defeated

7. Audit & Risk Committee Report: Christine Thorndyke

7.1 2018-2019 Financials

- Still collecting revenue for officiating and coaching clinics coming in to increase our overall revenue
- Pam – Did a good job bringing in committees. Did a good job with the Strategic Plan as well
 - Would have like to have brought it in even more, but understand that some money needed to be spent
 - Chris – empower the committees, we paired back with how the committees were spending the money
 - Worry that taking money from these things will decrease the committee members to get together
 - Terry – heard it from committees. They are only a fraction as effective as face-to-face meetings. If we lose volunteer engagement, interest, whatever they get out of it, we will lose the volunteers
- Year end – we did many things different from before, for example bringing in new staff. It was a question of reallocating dollar, and not spending more dollars.
- Good question going forward about balance of priorities
- How did we save money this year, and how can we manage this morning forward?
We embarked on a lot of things that could have cost a lot of money, but big picture is a good story to come in totally balance.

7.3 Risk Registry

- Risk register is a process for identifying key risks that are associated within the PSO
- Heat map was used to organize risks in a matrix
 - The probability of something happening on one side versus the magnitude on the other side
- First time RO has done something like this
- Risk is the impact of uncertainty on your objectives
- One of our priorities was to increase capacity for the associations

- This tool helps them get something done, without having to start with a blank sheet of paper
- Pam – want to take the risk registry and expand it into a Provincial RR, as the current one is specific to associations only.
 - Super helpful exercise to see what the risks were among the Associations
- A couple things that are important to remember
 - The challenge with this is deciphering the differences between terms, what is the quantifiable difference between something occasionally happening vs. probable of it happening
 - Concussions for example: we need a much richer understanding of what’s going on in the game, so we need to have more quantifiable measures

7.4 RO Investment Policy

- Criteria was set forth so individual didn’t need to be identified
- John – specific schedule of institutions that we can deal with
- Perception is that it is covered in other parts of the policy, but can be added again in order to avoid confusion
- Want policy to enable us to shop around
 - Could put limitations in the policy to make sure we never go over our specified amounts
- Could probably get rid of taxation bullets
 - There are specific types of investments that could trigger specific taxations, so Christine would like to keep that in the current policy as well
- Still work to be done on the finalization of the policy – tabled the motion until next board meeting.

7.5 Three-Year Fee Increase

7.5.1 **Motion D5-18-05 THAT:** A three-year Membership Fee Increase Schedule for the 2019-2020, 2020-2021 and 2021-2022 inclusive. The fees will represent a \$2.00 increase each year for a total of \$6.00 increase per role

**motion to be tabled and reviewed (2:21P, John Voss)*

Category	2018-2019	2019-2020	2020-2021	2021-2022
Registration Fees				
U8 <	\$ 25.50	\$ 27.50	\$ 29.50	\$ 31.50
U9-35+	\$ 39.00	\$ 41.00	\$ 43.00	\$ 45.00
Coach/Bench Staff	\$ 24.50	\$ 26.50	\$ 28.50	\$ 30.50
Official	\$ 33.00	\$ 35.00	\$ 37.00	\$ 39.00
Dues	\$ 3.00	\$ 4.25	\$ 4.25	\$ 4.25
Insurance	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00
Tournaments				
Tournament Sanction Fee	\$ 40.00	\$ 50.00	\$ 50.00	\$ 50.00

Tournament Team Fees*	\$	15.00	\$	15.00	\$	20.00	\$	30.00
U8< Tournament Fee*	\$	50.00	\$	50.00	\$	50.00	\$	50.00

**Split between Region and RO*

Motion D5-18-05 THAT: To accept the registration fee increase as per the reflected table for the 2019-2020 season.

Moved: Christine Thorndyke

Seconded: Margareth Peressutti

Carried/Defeated

Discussion:

Chris – thinks the fees need to be raised much higher to raise overall revenue for the sport
Pam – we need to be careful with how the fees are increased over time. This is disposable income and if the parents can no longer afford it, then they will not have their children play the sport

Christine – create a worded structure in the policy to mandate “expectations” over time. Example is saying that fees will increase “by a minimum of \$2.00 per year” so we set the standard that this will happen every year

Pam – remove the last column and say there is a minimum of \$4.00 increase over the next two fiscal periods

8. Items brought forward by ED: Pamela Julian

8.1 Draft Strategic Plan

- Heather worked a lot with Pam to formulate this – lots of information taken from the workshop and participant surveys
- We want to bring in the Ringette visuals to try to make it more sport specific, but also keep it professional
- We want to be able to capture more things so we can directly connect this to social media outlets
- Values are the 5 C’s
- Margareth – want to change the numbered pages with specific aims (i.e. #4 → “At the Athlete Level”)
- Chris – Big Hairy Audacious Goal → what are your goals working towards? Amazing run organization, everyone’s happy, but what are you going for?
 - Need to align the goals within the vision
- Rob – needs to include KPIs to explain that this is HOW we’re feeding into specific goals

8.2 Operational Plans/Annual Schedule

- Showed master operational schedule to display the entire schedule from all committees as well as staff
- Policy would be first priority on the Operational plan
- Injury/Concussion reporting is next
 - Creating an MOU with Sunnybrook Hospital to assist in data analysis
 - Looking at different variables which can affect injuries
- Association Operational Manuals
 - Ringette Ontario Policies as templates to be adapted
 - Marketing guidelines and resources
 - Risk management guidelines
 - Standardized operational manuals
- Need to put a lot of attention on athlete development, and grassroots sports

- Heather – U14: United does not have any way of having an apprentice or development team
 - We suggest they run a development camp with a session they do
- Would like to present key highlights of this at the AGM
 - Really shows the amount of accomplishment throughout the entire year
- Need to still wait for gov't funding to come through
- Membership Growth
 - Have different associations to come in and speak about different topics on registrant growth
 - Richmond Hill, Barrie, City of Ottawa
 - Heather – Guelph is phenomenal with their social media and it reflects their growth over time, they should also come in to talk about that

8.3 AGM Planning

- We touched base on who is doing what regarding the AGM
 - Finalization of awards
- We are inviting Team Ontario to the banquet
- We are trying to do things differently in terms of awards
 - Bringing all the athletes at once as opposed to one by time

8.4 Sponsorship Consortium

- Ringette Alberta has been working with a 3rd party to create a sponsorship program for the entire country – offered to all Provinces to join. \$500 fee and signed MOU with the third party who would represent the sport of Ringette to potential sponsors.
- Each province has to sign and provide list potential sponsorship properties which would be offered for sponsorship
- This 3rd party would resource potential sponsors for Ringette and present all provinces who sign up as a full package to the sponsor
- Discussion around the profit share between the provinces. Willing to continue the discussion with the group but the current structure is not reflective of what each Province brings to the table, so do not want to sign until that changes
- Concerned over adding this to our current office capacity and what that would look like
- Don't want to offer Provincial Championships/Events as part of the portfolio

8.5 MMS System – RAMP

- Looking at a June 1st roll out for registrars
 - Need to look at the inner circle of the proposal and make sure these things are able to happen for everyone with no problem
- Need to migrate certain action items for team formations, ICF changes, TRFs etc.
- Need to look at home vs. away associations
- What are the risks around this?
 - Need proper timing for everyone to use and see what the bugs are (if any)

9. Administrative Initiatives: Margareth Peressutti

- We've changed quite a bit with how things have worked in the past
- Want to have all committees reporting into the office
 - It's going well as things have tapered off and more people are going into the office
 - Well done to the office
 - Dialogue is continuing to open up
- Western – limited exposure - Thought it was tough to get to this point, but it was a key transition
 - Flow of information for new members
 - Pam – this has been a challenge that we're trying to figure out the best way to send out information so everyone can see it

- Lester – we have a committee meeting, Pam’s done a good job about being quick to say which is and is not a motion, rather than taking up time during the meeting to get everyone agreed upon something
 - Things which may have been identified as motions have been identified as Operational changes and do not need to go to the board
- As long as the communications go out, then we can guarantee that it’s not only a small select group of people who are kept up to date on small changes
- Pam to decide which changes need to be brought to the board (Policy issues)

10. Technical Initiatives: Heather McTavish Taylor

- With respect to HP, there are a couple things we’ve done to focus on the competition structure
- Team Ontario – had a debrief with the bench staff and found out what worked well, what didn’t
 - Happens every 4-years, which is a short runway for information
- Selected United Coach
 - Things are progressing
- Sent out request for Challenge Cups for AAA
 - Really focusing more on development as well as using them as an opportunity to provide development opportunities
 - Using the cups to develop teams over the course of the year, so once they get to the CWG they’re using proper technique and game play
 - Adding succession to the Challenge Cups to include nutrition, stretching and recovery etc.
- Karla – We plan to have a call with the coaches to go over changes, development of bench staff their choosing, etc.
 - To ensure everyone is on the same page about upcoming changes to start the season off
 - Still 5 games in a season
 - Amy liked the change because this is still development for the officials. She’s on board with the final being moved as well
 - Looking at doing a Goalie Clinic at the end of a Challenge Cup as well
- Heather – HP calls with the teams
 - Idea of apprentice coaches
 - Idea of development teams
 - Everyone seems to be on board, need to continue to communicate with everyone so we’re all on the same page
 - Don’t want anything coming as a surprise

10.1 Competition Structure Proposal

- Intention is that Half Ice is for U8 and below
- Colin – question on which direction the ice is being split
 - Cross ice is board to board without Ringette Lines
 - This is why we do Half Ice as this includes the Ringette lines (could have two games going on at the same time) Split in half.
- One of the biggest things right now is figuring out if Ottawa can test Half Ice for U7 teams
- If people would like to roll this out earlier than absolutely. We just need to coordinate properly to ensure everyone is running the program the same way and we have consistency across the province
 - Also need feedback from associations completing the program so we can figure out best practices for the next phase
- John – important to have a steering committee
 - We can measure what works and what doesn’t work
 - Heather – the point of the test is to learn from that test. We need to be aware of any changes
- Mike – Understood from the Sport Dev. Committee, that this is the biggest topic they’re talking about

- Pam – went to Trillium to see if we can get a grant for Half Ice equipment. They said that each association needs to apply for the grant separately. Pam can write a letter on behalf of RO in order to help the process along
 - Might want to look at sharing equipment between close Associations or even other sports (hockey)
- Brian – An idea may be to talk to private business owners about renting equipment

NEXT STEPS

- Feedback to Heather
- Tangible things we can do for the Half Ice program
- Planning to have a joint call between G&T and Technical Advisory about December 1st, deadline for teams - look at including Douglas Duncan as Long Term Athlete Development expert
 - Gives more time for teams to attend out of province tournaments, but want to move AA into the same model as A tournaments
- How to we implement the right mind set for development
 - There is still a ton of value for tournaments without rankings (travel, bigger tournaments, etc.), that are beneficial for development
- This is meant to increase the exposure, not limit it.
 - From a development standpoint, and play as you would play with no worries of winning
 - You can still win the tournament
 - There's a philosophy of removing ranking games, that teams would feel they're not worth anything (they'll lose their spot in the run to provincials), or they won't attend certain tournaments

10.2 Motion for Shoulder Pads

10.2.1 **Motion D5-18-08 THAT:** Change/remove: 12.6 in the Membership services of the Operating Manual that states that it is mandatory for all player U6-U19 at all levels to wear shoulder pads that were manufactured specifically for the sport of Ice Hockey and/or Ringette without any alterations.

To: It is strongly recommended that shoulder pads be worn for all players U6-35+

Moved: Heather McTavish Taylor

Seconded: Colin Deans

Carried/Defeated

10.3 Motion for Skills Matrix

10.3.1 **Motion D5-18-09 THAT:** To remove the skills matrix from being a mandatory program for U12 and below teams and make it optional program for coaches and associations to use to assist with the development of their athletes

Moved: Heather McTavish Taylor

Seconded: Chris Sharpe

Carried/Defeated

11. In Camera Session

11.1 In Camera Session of the Board was convened.

12. New Business

12.1 Awards

- There is value in having discussions prior to the awards being concluded (nominated)
- There is knowledge from other regional directors on where to set the bar, we need to continue to talk to other directors on this

- More background information on nominees
- It's important that the person who's being nominated for the award does not win the same award more than one year in a row
- Margareth – create more of a job description of criteria (what is the specific content we're looking for)
 - Mimicking a skills matrix, but make it relevant to a community builder
 - Tell us how you exemplify these skills
 - When you nominate someone, you need to be able to describe these things about them
 - You don't want to make it too difficult because people won't nominate others
- Need to send email to Nina and Terry on asking opinion on specific individuals

12.2 University

- More push and meeting to have Ringette recognized as a varsity sport
- The coaches need to have conversations with athletic directors about the path we all want to go down, it needs to come from the coaches
- Want people to understand the process and it will come to a vote at the OUA AGM in 2020. The discussions need to take place in the meantime.
- The decision will be made on finances
- Confident at UCC because we are sure Waterloo and Toronto will have university teams competing this coming season

13. Next Meeting

- June 8th, 2019