



Bell Warriors Football Club

CONSTITUTION

February 27, 2012

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CONSTITUTION

of the Bell Warriors Football Club

Article I

Name & Affiliations

- a) The official name of this organization to be known as the “*BELL WARRIORS FOOTBALL CLUB*”, hereinafter referred to as the “*Club*”.
- b) For purposes of mailing and delivery of all documents relating to the Club, the address shall be: “Bell Warriors Football Club, 6785 Richmond Road, RR # 2, Richmond, Ontario, K0A 2Z0, or such other address as may be decided from time to time by the Executive Committee.
- c) The Club will affiliate itself with the National Capital Amateur Football Association (NCAFA) or such other organizations, hereinafter referred to as the “*League*”, as the Board of Directors may from time to time decide upon. Such affiliation to be made for the benefit of football within the Club boundaries.

Article II

Purpose

- a) **Purpose:** The purpose of this Club is to provide football programs for youth in its designated area (as detailed in Article III) between the ages of 7 and 16. Football programs will include tackle programs and can include, from time to time as decided upon by the Executive, touch football and/or flag football programs. The age of a player is defined by the player’s age as of December 31st of the current year. The age groups, which are subject to adjustments by the League, shall be:

Tyke	Ages	7-10
Mosquito	Ages	11-12
Pee Wee	Ages	13-14
Bantam	Ages	15-16

- b) **Objectives:** The Club is an agent of personal growth through athletics for youth ages 7 through 16. The Club will implement a planned programme of teaching football skills with a goal to cultivate enjoyable relationships with other youth while emphasizing achievement through team effort and self-discipline. It is necessary to promote the principles of fair play and sportsmanship in a positive, supportive and encouraging environment. If in our football programmes we can contribute in some way to the moral, mental, emotional and physical development of our youth, our goal will have been reached and our programme will be considered a success.

- c) **Motto:** *Warriors for Life*

d) **Official Colours:** Blue and Yellow

e) **Mission Statement:** The Bell Warriors will

- ✓ Create a positive, encouraging, instructive and safe learning environment
- ✓ Instill confidence, competence and pride in our youth.
- ✓ Reward those that learn the value of hard-work by working hard
- ✓ Graduate athletes that succeed as supportive and respectful community-based leaders.

Article III

Territory

All players for the Club must live within the Club's territory to be able to participate in Club practices or games. The only exceptions will be: the player does not live within any of the League defined territories; or if the player does live within another NCAFA club's pre-defined territory, the player may only practice and play for the Club with an authorized written release from that club's President. The Club's territory, which is subject to change by mutual agreement with neighbouring clubs or by the league, will be defined as:

From the Ottawa River; south on Ottawa River Parkway to Carling Avenue; West on Carling Avenue to Woodroffe Avenue; South on Woodroffe to the Queensway; West on the Queensway to Pinecrest Road; South on Pinecrest Road to Baseline Road, West on Baseline Road to Cedarview Road; South on Cedarview Road to Fallowfield Road; West along Fallowfield Road to HWY # 416; South on # 416 to Century Road; from Century Road across to Ashton Station Road and HWY # 7 (to include all of Old Goulbourn Township); East on HWY # 7 to the Queensway; East on the Queensway to Huntmar Drive; South on Huntmar Drive to Hazeldean Road; East on Hazeldean Road to Terry Fox Drive; South on Terry Fox Drive to Eagleson Road; Continue East on Hope Side Road to Old Richmond Road; North on Old Richmond Road to Hunt Club Road; Hunt Club Road across to the corner Eagleson Road and Robertson Road; North on Eagleson Road to Carling Avenue; East on Carling Avenue to Rifle Road; North on Rifle Road to the Ottawa River; East along the Ottawa River to the Ottawa River Parkway.
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Article IV

Abandonment

If, for any reason, the Club is unable to enter any or all teams into competition, the Club will offer to loan the relevant equipment to the league for a period of one year. If the club is unable to enter the same teams into competition a second consecutive year, the equipment shall be disposed of. The Board of Directors shall bear the responsibility to assess that all liabilities are cleared before allowing any disbursement of equipment or funds. In the event of dissolution of the Club for any reason, any disbursement of the assets of the Club, after all liabilities have been cleared, will be disposed of to a charitable or non-profit organization preferably from within the Club's boundaries decided on by a vote of the membership at a Special General Meeting called for that express

purpose. Such a decision, to dissolve the operation of the Club, shall be approved by 100 per cent of the Executive Committee and majority of the voting members in attendance at the Special General Meeting.

Article V

General

In all matters not otherwise covered by this Constitution, the Club shall fall within the framework of NCAFA and Football Canada and shall be governed by official rules published by those Associations.

Article VI

Organization

a) Executive

- i. The Club shall be governed by a Board of no less than 3 Executive Directors hereinafter referred to as the “*Executive*”. Additional Executive Committee positions may be established from time to time in accordance with the specific needs of the Association.
- ii. The Executive Committee of the Club shall consist but not be limited to the following members elected by the Club membership at the Annual General Meeting:
 - President
 - Vice-President (VP) of Finance
 - Vice-President (VP) of Operations
- iii) Any individual who is a member in good standing of the Club (as detailed in Article VII), and is of legal voting age, shall be eligible to hold any position on the Executive Committee.
- iv) The President shall be the Chairman of the Executive and ex-officio member on all committees. The President will be the Club’s liaison between the Club and League, its affiliates and any outside contact deemed necessary. From time to time, the President can appoint a Vice-President of the club at his discretion to temporarily assume any and all of the duties of the office.
- v) Club VP’s shall include but not be restricted to:
 - a. In the temporary absence of the duly elected President, a VP can serve as President and Chairman and be vested with all the duties of the President.
 - b. In the temporary absence of the duly elected President, the Chairmanship of Executive meetings will rotate amongst the VP’s from Executive meeting to Executive meeting.

- c. From time to time, Club VP's will be empowered to take on ex-officio roles with Club Directors and Committees. In such cases, they will also be the respective Committees' liaison with the Executive.
- vi) The positions of the Executive shall be made open to the members for election at the Club's Annual General Meeting (AGM). The term of office for the elected members of the Executive Committee shall commence following the AGM and continue until the next AGM.
- vii) In such cases where a member of the Executive resigns prior to the Club AGM, those members of the Executive who are elected shall be empowered to fill the vacancy by appointment or to delegate to a Director or Committee the responsibilities and powers of the vacant position, so long as such appointment or delegation is approved by a majority vote of the Executive.
- viii) In such case where the President resigns prior to the Club AGM, the President shall be empowered to fill the vacancy by appointment from the existing Executive. If the President is unable to appoint an Executive Committee member and accordingly, an agreement cannot be arrived at within the Executive for a replacement from within, an open election will be posted for vote by the Club Membership (as detailed in Article VII) or at a Special Club General Meeting.
- ix) The Executive shall have the ultimate and full operational control of the affairs of the Club. The Executive may establish, amend, revise or repeal any of the rules and regulations governing the operating conditions of the constitution, special playing rules, registration procedures, budget and fees, operational procedures and activities and such other matters not stipulated within the constitution and/or its by-laws. Immediate notice of all such changes shall be forwarded to all affected members within the Club.
- x) The Executive shall have the power to appoint new Executive Members, create committees or appoint administrative bodies to perform specific duties as may be defined from time to time.
- xi) The Executive shall determine all questions arising from the emergencies not provided for in the Constitution, these By-Laws or the Rules and Regulations and shall deal with all disciplinary problems associated with members of the Club. The format, composition and guidelines of its operation shall be in accordance with Article XI.
- xii) The Executive will regulate the nature of recording financial transactions and to supervise the collection of Club fees and funds of the Club and the expenditure of all Club monies.
- xiii) The Executive shall approve and select the head coach or head instructors for all programs. The Executive reserves the right to disallow or dismiss any Director of the Club, member of the Coaching Staff, Club Volunteer or Committee member for ANY reason by unanimous vote by the Executive (as detailed in Article XI). The Executive reserves the right to extend the maximum terms of Directors in cases from time to time where this is seen to be in the best interest of the club.

b) Directors

- i. From time to time, the Executive will deem it necessary to create Volunteer Directors positions to facilitate the operation of the Club, enhance our programs and/or expand our Club's program. The Director available positions, roles and responsibilities will be detailed in Appendix II. Directors may be asked to submit reports from time to time to the Executive or to present an outline of activities at the Club's AGM.
- ii. Vacant positions for Volunteer Directors, hereinafter referred to as "*Directors*", will be posted on the Club's website; and/or communicated to the community as seen appropriate by the Executive; and/or made available at time of player registration with the Club.
- iii. Directors DO NOT have to be Members (as detailed in Article VII).
- iv. The Directors of the Club will be appointed by the Executive. For Club Directors that have a player(s) trying out for the Club, letting it be understood that this in no means assures the player(s) will qualify to be on a competitive Club team. Players will be selected on their merit alone.
- v. Directors will serve at the best of his or her ability to represent the Club as a whole always. Directors will oversee planning portfolio plans, actions, budgets, objectives and resolutions, and upon approval with an assigned Executive Member, communicate and carry out their tasks.
- vi. Directors will be empowered to enlist volunteers to assist them with their tasks and goals. In such cases, the Director will be considered to be the Chairperson of the Committee. Although the Director is encouraged to enlist the committee's support to arrive at the most effective, efficient and creative solutions to the committee's challenges, the decision making will be in the hands of Director and always with the approval of the assigned Executive Member. Verbal or written Director reports will be deemed acceptable.
- vii. At all times, the Directors must adhere to direction given by the Executive. All Directors must obtain prior approval from the Executive for all expenditures on behalf of the Club. The Club will not be financially accountable for any expenditure made without such approval.
- viii. A Director may only be a director of an Executive assigned portfolio for a maximum of two years. The maximum number of years that anyone can be a Club Director is eight years. The only exceptions are detailed in Article VI Section A-xiii.
- ix. As detailed in Article VI Section A-xiii, the Executive reserve the right to dismiss Directors.

c) Coaches

- i. The position of Head Coach of each Club team shall be decided upon by the Executive and communicated as early as possible to the candidates in the upcoming season's calendar year.
- ii. Preference will be given to the incumbent upon a preferable evaluation of the previous season's performance. The Executive will give consideration to the success of incumbent's ability to meet the Objectives of the Club as outlined in Article II.
- iii. If the incumbent is not selected to return as Head Coach by the Executive or wishes to not accept the appointment, the position will be posted and/or communicated verbally or in writing for an open competition to be decided upon by the Executive with the purpose to encourage qualified applicants to put their names forward while favouring stability at our Head Coach positions.
- iv. Head Coaches duties will include but not be restricted to the following:
 - a. Pick and manage the coaching staff, manager, trainer and equipment manager for their Club's team.
 - b. To perform their duties in accordance with the Club's Objectives as outlined in Article II.
 - c. Head Coaches shall be given full authority and responsibility to manage the operation of their team both on and off the field,
 - d. Ensure their team's staff respects the proper use of all Club equipment and facilities.
 - e. Ensure at all times that player safety is of the utmost importance.
 - f. Ensure that proper adult supervision of the players during all games, practices and all other activities associated with their team.
 - g. Provide leadership and maintain required discipline of players on their team. Provide examples of good sportsmanship and fair play and to provide all players with the opportunity to improve their skills.
 - h. Emphasize the importance of team work and respect for the rules, competition, and the role of officials while fostering enjoyment for the sport and pride in their Club.
 - i. Ensure that all players conduct themselves in an acceptable manner in all team activities.
 - j. Facilitate Club communications with their team's families and players.
- v. All Coaches are to adhere to the NCAFA Coach's Code of Conduct (as detailed in Appendix I) and failure to respect the terms thereof will result in intervention and possible suspension by the Executive as outlined in Article XI.

d) Volunteers

- i. Each Club Team will have a Team Manager and Team Trainer which shall be appointed by the team's Head Coach. The Managers and Trainers shall be assistants to the Head

Coach. From time to time, they may be given direction by an appointed Director which will guide, direct, support and train them as required. In such cases, the Director would act as a Chairperson and they would be considered Committee Members while being governed as detailed in Article VI Section B-vi.

- ii. Other team volunteers from time to time can be appointed by the Head Coach to assist with the execution of practices and games as required.
- iii. All Volunteers of the Club are to adhere to the policies and direction given by the Club and the NCAFA Parent and Volunteer Code of Conduct (as detailed in Appendix I) and failure to respect the terms thereof will result in intervention and possible suspension by the Executive.

Article VII

Membership

- i. Annual Player Membership Fee shall be set each year as determined by the Executive.
- ii. Members are limited to those of legal voting age.
- iii. There will be a limit of one Member per Family Unit. A “*Family Unit*” will be defined as a family with one or more players on the Club. Only Family Units with “*a player in good standing*” with the Club will be considered as a Member. “*A player in good standing*” refers to a Family Unit with all player fees from the Family Unit fully paid prior to the commencement of the playing season. The playing season is defined as the first NCAFA season game.
- iv. In addition to Members outlined in Article VII Section iii, Club Executive Members, Directors and Head Coaches without players on the Club will also be considered Members. Those with players on the Club are considered under Article VII Section iii.
- v. Eligible Members will be able to vote at the Club’s AGM and any Special General Meetings. All votes at any meetings shall normally be taken by show of hands and recorded if so requested. Proxy votes will not be acceptable at any meetings.
- vi. Membership with the Club can be revoked as outlined in Article XI.

Article VIII

Meetings

- i. The Club’s AGM shall be held no later than April 30 of each year. The purpose of the AGM will be to review the activities of the past season, carry out the election of the Executive, review the finances of the Club, review and vote on any Constitutional amendments, ratify

changes to Club by-laws and regulations and to consider feedback and input aimed at improving the Club's operations for the upcoming season.

- ii. Notification of the date of the Club AGM and for Constitutional amendments shall be made to all voting Members of the Club no less than two weeks prior to the date specified. The AGM announcement will be posted on the Club's website and emailed to the Members of the Club.
- iii. Voting Members at the Club AGM shall include all Members as outlined in Article VII Sections 3 and 4, who have reached voting age, and are in attendance. Votes will be carried out on the basis of one vote per Voting Member present. The Quorum for the AGM shall include at least a simple majority of the Executive plus whatever other Voting Members are in attendance at the meeting.
- iv. The Agenda for the AGM shall be prepared by the President and shall include the following essential business:
 - Opening remarks
 - Approval of minutes
 - Approval of agenda
 - President's Annual Report
 - Treasurer's Annual Report
 - Approval of the Treasurer's Report
 - Special reports as deemed necessary by the Executive
 - Constitutional amendments
 - Election of the Executive Committee
 - Other Business
 - Adjournment
- v. Special General Meetings can be called by the President of the Club as required. Notification details will be the same as detailed in Article VIII Section ii. The definition of Quorum for a Special General Meeting will be the same as used for the Club AGM.
- vi. All Club AGM and Special General Meetings shall be open only to Voting Members as outlined in Article VII.
- vii. Executive Meetings shall be called and Chaired by the President with a 5 day notice to the Executive unless unanimous agreement to the otherwise is arranged provided that a Quorum for the Executive agree to such a meeting. The Quorum for Executive Meetings shall be a simple majority. Voting members at any Executive meeting shall include all elected members of the Executive in attendance. Attendance at Executive Meetings shall be open to all Executive Members and guests invited by the President or interested observers that have been granted permission to be admitted by the Chairperson.
- viii. The Club's Team Banquets shall take place no later than the end of January of each year on a date to be specified by the Executive. The Club will pair the banquets of the Tykes and

Mosquitos into one event and accordingly for the Pee Wee and Bantam teams to promote camaraderie amongst the teams and their families.

Article IX

Finances

- i. It shall be the responsibility of the Executive to prepare and present a financial report of the previous year's financial activities at the Club's AGM.
- ii. The Club binds itself to pay whatever Club, League and City of Ottawa fees that may from time to time be levied.
- iii. The Club must have a secured insurance policy in effect to cover all Club events.

Article X

Fund Raising

Responsibility for coordination of fund raising campaigns and vehicles shall be that of the Executive. Before being implemented, all projects to raise money for the Club must be approved by a majority vote of the Executive at a properly constituted Executive Meeting.

Article XI

Discipline and Dismissal

- i. When circumstances warrant, the Executive shall appoint a Discipline Committee of three or more members, the majority of whom must be voting members of the Executive Committee, to review matters of conduct by any Club member, Director, player, coach or volunteer meriting attention and possibly disciplinary action. This committee shall be empowered to invoke disciplinary action up to and including suspension from the Club.
- ii. In instances where the Discipline Committee feels suspension of membership is warranted, it shall impose suspension of playing privileges if applicable, and make an immediate recommendation respecting membership suspension to the Executive for its consideration at the earliest possible opportunity.
- iii. Any person recommended for dismissal has the right to be heard before the Executive not less than 5 days prior to the decision becoming final and binding. The person must be given 15 day notice of a disciplinary action or termination with reasons.

Article XII

Amendments to Constitution

- i. The Club Constitution can only be amended by a majority vote of the Voting Members present at the Club's AGM or Special General Meeting convened specifically for that purpose.
- ii. Before any proposed amendment may be voted on, it shall have been submitted by notice of motion to the President no later than 45 days prior to the Club's AGM or Special General Meeting. The President shall ensure that Club notification is as detailed in Article VIII Section 2.
- iii. Constitutional amendments shall be made available upon request to any interested party at least two weeks prior to the date of said meeting.
- iv. All proposed amendments to the Constitution shall require a simple majority of those present and voting at the AGM or Special General Meeting, subject to the rules of Quorum as defined in Article VIII Section iii of this Constitution. Sub-amendments to such amendments may be made and voted upon at the AGM provided that such sub-amendments shall not alter the original intent of the proposed motion.

Date: _____

Executive President: _____

Executive VP of Finance: _____

Executive VP of Operations: _____

Executive VP of Administration: _____



APPENDIX I

NATIONAL CAPITAL AMATEUR FOOTBALL ASSOCIATION CODE OF CONDUCT

Preamble

Consistent with the objectives of the National Capital Amateur Football Association (NCAFA) as state in Article 2 of the *NCAFA Constitution, Bylaws, and Rules and Regulations (2002)*, the following sections are intended as guidelines to the standards of conduct, ethical principles, and behaviours expected of all league participants, including players, parents/guardians, coaches, administrators, volunteers, and officials. These guidelines in no way derogate from the authority of NCAFA with respect to sanctions and the operation of the league's disciplinary committee, as described in Section 5.2.

5.2 Suspensions

A player or team official ejected from a game and whose ejection is reported on the game sheet by the head official shall be automatically suspended for the following game as well. Any team official ejected or suspended from a game may sit as a fan spectator only and NOT participate in any way whatsoever. Only in exceptional cases and at the discretion of the Disciplinary Subcommittee or the President, on the basis of a report from game officials and the convenor(s), may the suspension be waived. A second ejection reported on the game sheet by the head official carries an automatic season suspension. This regulation applies to all NCAFA sanctioned games, including all-star, pre-season, regular season, playoffs, and championships, and games played outside of the NCAFA. Anyone who may have been ejected from a game but was not written up on the game report is not subject to further suspension. The next game suspension of a player or team official who is ejected from the last game a team plays in the season, will be applied during the first regular season game of the following season. If a 2nd ejection in the season of a player or team official occurs in the last game a team plays in the season, that person will be suspended, pending an appeal by the disciplinary sub-committee, from play up to the entirety of the next season.

Neither are the guidelines intended to supersede in any way the rules of amateur football, nor those articles governing league play in the NCAFA Constitution.

These guidelines will be made available to all league participants prior to the start of each season. As a component of the registration process, the league will require the attestation of all parents and players to having read and understood the Code of Conduct described in Annex X. Coaches, volunteers, and league officials will be required to attest to the Code of Conduct described in Annex Y prior to their participation in league activities.

The administration of the code of conduct shall be the responsibility of each club. Clubs may operationalize the code as to their choosing, but each must indicate to the league that their players and participants have read and signed off on the...

Member organizations of NCAFA shall be responsible for ensuring the enforcement of the expected behaviour among participants. The league shall be responsible for the enforcement of the Code for championship play, league-wide tournaments, and similar events.

Member organizations of NCAFA shall be responsible for ensuring that there is a designated discipline process in place and a disciplinary committee established.

Failure to comply with the NCAFA Code of Conduct may result in disciplinary action in accordance with the policy established by the NCAFA affiliated football club. Code of Conduct violations may be referred to an individual club's disciplinary committee, to the NCAFA Disciplinary Committee, or to the Referee's Association, depending upon the offending party and/or the nature of the incident. Violations may result in penalties designated by the club, league, or referee's association, and ranging from suspension to loss of club/league privileges.

Code of Conduct—Coaches

I will ensure that the safety and welfare of players in my charge, and promote fair competition ahead of winning. I will promote the objectives of NCAFA and behave in a manner that does not in any way compromise the principles, authority, or reputation of the league. I will thoroughly acquaint myself with the rules of amateur football and ensure that all players in my charge understand the intent and application of the rules. I will accept responsibility for the conduct of my players on the field, and will not condone unsportsmanlike behaviour of any kind. I will respect the role and responsibilities of game officials and refrain from any public comment or actions which demean their authority. Neither will I encourage such behaviour by players, spectators, or other participants. I will ensure that disputes or unresolved issues are directed to NCAFA for appropriate review and resolution.

I have read and agree to abide by this Code of Conduct while a member of NCAFA.

Signature Date

Code of Conduct—Players

I will participate in NCAFA to the best of my abilities and accept responsibility for my actions on the field of play. I will demonstrate good sportsmanship on the field of play at all times. I will exercise self-control and do my best to listen and learn from my coaches. I will be courteous and treat my coaches, other players, officials, and fans with respect, regardless of race, gender, creed, or ability. I will refrain from the use of foul or abusive language on the field of play. I will respect the integrity and judgment of game officials. I will win with character and lose with dignity.

I have read and agree to abide by this Code of Conduct while a member of NCAFA.

Signature Date

Code of Conduct—Parents and Volunteers

I will provide positive support, care, and encouragement for all players participating in NCAFA. I will encourage good sportsmanship by demonstrating positive support for players, coaches, and officials at games, practices, and other league events. I will place the emotional and physical wellbeing of players ahead of any personal desire to win. I will discourage the use of illegal or performance-enhancing substances among players. I will encourage my child to treat other players, coaches, fans, and officials with respect, regardless of race, gender, creed, or ability. I will support coaches and officials in providing a positive and rewarding sports environment for players.

I have read and agree to abide by this Code of Conduct while a member of NCAFA.

Signature Date

APPENDIX II

Director's Guide

Many elements contribute to a successful football program and to the success of every football team within the Club. The participation and efforts of the coaches and assistant coaches are fundamental. There simply would not be a Club without them. However, the coaching team cannot do it alone. They need a team of volunteers to smoothly run the Club and teams. Having dedicated volunteers behind the scenes to assist the coaches, players and parents will ensure that the season is enjoyable and successful. The Bell Warriors Football Club extends its heartfelt appreciation to anyone who has volunteered his or her services. This is an invaluable contribution to the Club and everyone involved with football.

Thank you for volunteering and the Club wishes you the best of luck in your upcoming season.

All Directors of the Club shall always be acting on authority that has been sought and given by an assigned Executive Member. Upon receipt of proper authority however, it is for the Directors to put their plans to practice and achieve results on behalf of the Club. They will be able to solicit support from volunteers or from the creation of Committees that they can create and will Chair. From time to time, the Directors may be asked to communicate the actions of their Committee to the Executive or at the Club's AGM. A person can be the Director of more than one portfolio.

Roles and Responsibilities:

Director of Trainers

The health and safety of our players is one of the Club's #1 priorities. No one wants to see our youth get hurt so your role as Director of Trainers is of critical importance. It is essential that the volunteer who holds this position is fully experienced and qualified and from time to time it may be advisable to attain outside support to fill this role. The person who fills this role will have a high risk portfolio to manage. Ultimately, there are some critical key roles and responsibilities that the Club will be asking you to oversee:

- ✓ To communicate with the Club's Head Coaches prior to their selection of their Trainers.
- ✓ To ensure qualified trainers are present at all Club practices, clinics and games.
- ✓ To equip all Club Trainers with fully-equipped Trainer Kits.
- ✓ Ensure Trainer Kits are present and fully stocked with supplies at all required Club events.
- ✓ To create, maintain and communicate Trainer protocols and action plans as required.
- ✓ To make the protocols and action plans available for the Executive and Head Coaches.
- ✓ Offer solutions to ensure the Club's Trainers are trained and qualified.
- ✓ To report to your Executive Member assigned to you any progress, related risks that require action, and ensure that all protocols and action plans are adhered to.
- ✓ You are required to report to your Executive Member any and all infractions by any parent, volunteer, coach or player that does not adhere to your authority or Club Trainer policies.
- ✓ From time to time you may be asked to communicate a report of your Committees activities.
- ✓ Work towards developing a Club Trainers Manual electronically so that expertise and experiences can be shared and learned from for future Trainer Directors and Trainers.

Director of Canteens

Although canteens require considerable planning, execution and just plain hard work on the part of parent volunteers, they can be a significant source of additional funding for your team. Your coordination, smart planning and ability to enlist a supportive and committed group of volunteers are the primary factors in running a successful canteen. As Director of Canteens, you need to be on top of these critical elements of the canteen planning to ensure the service is profitable and successful:

- ✓ Make sure that there is always one volunteer delegated to oversee the canteen
- ✓ Decide what will be offered at the canteen well in advance to allow adequate time to order supplies and to solicit volunteer contributions if you plan to sell baked goods
- ✓ Recruit enough volunteers to cover all serving shifts
- ✓ Remember: you need enough able-bodied volunteers to set up in the morning and then disassemble and clean-up at the end of the day
- ✓ Develop menus, lists, item pricing and detailed plans with assigned roles for each event. This will not only ensure that you manage as many factors as possible but also, it allows for transfer of duties and the plan to others if you are unable to coordinate the event.
- ✓ Maintain records for each event and accumulated records for the canteens expenses, revenues and any comments that have accumulated
- ✓ Distribute your schedule to every volunteer about a week in advance and follow up by phone or in person a day or two before the event to reconfirm each person's commitment and answer any questions they have.
- ✓ Allow ample time to allow for canteen set up (the amount of time required for set up depends on the size and complexity of the canteen and it is a common mistake not to allow ample time). Ample time to BBQ food may also need to be accounted for.
- ✓ Ensure you have an ample supply of BBQ's, propane, tables, coolers, tents, etc.... and all required supplies
- ✓ Work with your Committee to develop healthy options on your menu.
- ✓ Incorporate donated home made goods to enhance quality of the canteen and sales.
- ✓ Find creative solutions with suppliers to pay for what we use on non-perishable items. Securing multiple suppliers to lower costs of non-perishable items can be arranged if an early plan is developed.
- ✓ Account for needs for runners for supplies and have contact lists with phone numbers available at each event.
- ✓ Post-event summaries should be prepared that day to facilitate planning process for upcoming canteens.
- ✓ Ensure all monies raised are delivered to an Executive Member after the event.
- ✓ Work towards developing a Club Canteen Manual electronically so that expertise and experiences can be shared and learned from for future Canteen Directors and Committees.

Director of Press, News and Web

This Director will play a key role to ensure our external communications efforts inform our community of the good work being done by our Club and players. Your role is important to ensure we stimulate interest in our community about the Warriors while laying the foundation for the future growth of our club. As Director of Press, News, and Web you need to be directing these key elements:

- ✓ Provide images in the form of ads, pictures and/or official team logos to promote team events in newspapers.
- ✓ Provide the press with game summaries weekly as required and remember that the press can be our ally. Provide them promptly with details as needed. Include pictures when possible because this draws more attention to our stories. Your goal is: Help them help us.
- ✓ Ensure that all information put out contains accurate details, grammar and spelling.
- ✓ Create and update a list of local community radio, press and website contact information
- ✓ Secure a Committee of Volunteers to be present at every team's game with the purpose of writing game reports
- ✓ Supply Press Releases as required to promote Team events, announcements and milestones.
- ✓ Ensure all Web updates are incorporated, accurate and timely. Communicate any need with Club Managers or Executive of any required information.
- ✓ Report to your assigned Executive Member any challenges you have from Club Members when soliciting club details required to complete your assignments.
- ✓ Support Directors in need of press, news and web as required.
- ✓ Coordinate efforts with our Team Photographer and parents to ensure we have lots of great images to promote the club. Pictures say 1,000 words.
- ✓ Work towards developing a Club Press, News and Web Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Warrior Wear and Promo Items

Warrior Wear and promo items can be important features to promote the Club within our community and enhance team spirit. This Director will need to be detailed and organized because timing of delivery of this service heavily influences the impact of the portfolio. This Director will need to oversee these key action items:

- ✓ Find members from each team to sit on your Committee.
- ✓ Assess current supplier for quality, delivery time, communication, pricing and overall level of service.
- ✓ Arrange for tenders of new suppliers if needed.
- ✓ Arrange for the creation of an electronic catalogue of Warrior Wear that will be offered to the club with sizing and pricing.
- ✓ Arrange for ample team on-site fitting days.
- ✓ Secure all orders, collection of monies, and delivery of product.
- ✓ The club may ask you to arrange for Promo Items. Arrange for item options with pricing.
- ✓ Develop an evaluation form for all buyers of Warrior Wear items for use in assessing our club's Warrior Wear efforts and our supplier's product and level of service.
- ✓ Work towards facilitating an option for on-line ordering and payment of items.

- ✓ Work towards developing a Warrior Wear and Promo Items Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Special Events

The Director of Special Events is a key position that will represent a value-added benefit to being associated with the Club. Like any memorable and successful team, it takes many hands to get involved and the more we can involve them and develop an environment of family, the fuller their experience will be with the Club. The Director of Special Events will be an outgoing individual who is detailed and will bring out the best in people with their energy, positive attitude and level of organization. Their key action items that will need to be addressed are:

- ✓ Team Banquets: oversee the role and responsibility of our Club player banquets. This will include but not be limited to the management of all:
 - Trophy returns
 - Trophy repairs and updating, awards, player gifts, recognitions of volunteers/coaches;
 - Banquet team programs, arrangement for all power point presentations (team, sponsor recognition, etc.)
 - Site rental, menu choices, agenda, timing, registration at event
 - Communication of events, ticket sales (tracking and collection of monies)
 - Pictures and post-event press announcements (in partnership with the Director of Press)
- ✓ Parades:
 - Book Club float in the Stittsville and Richmond Christmas Parades
 - Arrange for truck, trailer, generator and communication plan (get the word out)
 - Design float and solicit donations or arrange for required supplies.
 - Set up times and volunteer crews for both parades.
 - Arrange for signage as required.
 - Arrange to have lots of players for the floats and give-away items
 - Communication plan
- ✓ Golf Tournament:
 - Site location and booking, menu choices
 - Communication plan, ticket sales, Tournament contests (e.g. closest to the hole)
 - Registration
 - Solicitation of awards, door prizes, silent auction items (in partnership with the Director of Fundraising)
- ✓ Other: From time to time, there may be need for other events to build team player, volunteer and parent spirit. These events may also be seen as good opportunities to raise valuable funds for the Club. Off season events (e.g. curling tournament), CFL games, post-training camp BBQ, Super Bowl party, etc...These events, like all of our special events, often require a budget which will need to be approved by your pre-assigned Executive Member prior to assuming any Club expenditures. All expenses and revenue streams are to flow through the Club. It shall be unacceptable to use any received funds to offset expenses. All monies donated shall be turned over to the Club. This is to ensure transparency of all collected monies and to be able to judge the fiscal success of our events fairly from year to year.
- ✓ Work towards developing a Special Events Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Sponsorship

For us to continue the growth of our club; ensure our player fee structure is not too restrictive for families; and to manage the increasing expenses related to running a Club of our size, Sponsorship will become increasingly important. The Director of Sponsorship plays a key role in the club and their actions can directly influence every aspect of our Club's outcome. Their role will include the key responsibilities of:

- ✓ Analyzing the Club sponsorship program with the goal of assessing opportunities to enhance the program's effectiveness.
- ✓ Create a publishable electronic version of the Club's Sponsorship Program.
- ✓ Enlist a Committee of volunteers, preferably from every level of the club including our touch/flag programs.
- ✓ Create a plan to blitz the community to solicit sponsors for the Club. Communicate the sponsorship opportunities to Team Managers and Executive.
- ✓ Plan should include creating a realistic goal, assessing progress and re-adjusting the plan as needed to ensure program objectives are met or exceeded.
- ✓ Ensure that all transactions fall within the outlines of the program for transparency at the Club level and fairness. Any variances from the detail of the program outline must be approved by your pre-assigned Executive Member.
- ✓ Collect monies and turn over to the Club promptly and ensure that the sponsor's benefits are delivered as detailed.
- ✓ You may have to work with other Directors to ensure that you respect their portfolios while carrying out yours. (e.g. Director of Web for website recognitions, Director of Special Events for banquet recognitions, etc...)
- ✓ Work towards developing a Sponsorship Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Fundraising

The Director of Fundraising also plays an important role that ensures we can continue offering the affordable programs that we do as a Club. Often overlooked, this portfolio is all about being creative and energetic and instilling a level of commitment and purpose in your Committee Members. This position, in many ways, will be an adjunct position to other Directors and Committees. For example, you will be involved with the Canteen and Special Events Committees but your role will be solely as one that will add value to their ultimate goals. The Director of Fundraising will oversee these key action items:

- ✓ Solicit volunteers for your Committee ideally from every level of the Club.
- ✓ Develop of plan to fundraise at games, events, in our community, within the team, golf tournaments, banquets, etc...
- ✓ Your plan may include but is not limited to: raffles, 50:50 draws, auctions, silent auctions, bottle drives, selling items, etc...
- ✓ Carry out all aspects of plan and deliver all monies raised to the Club.
- ✓ Work towards developing a Fundraising Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Equipment & Facilities

Due to the size and importance of this portfolio, you will be working very closely with our VP of Operations. You will want to be thoughtful on who you include on your Committee and you may want to enlist some trusted expertise from outside the Club from time to time depending on the task you are addressing. Our equipment and field access is critical to the operations of our Club. Although this portfolio is not as visible as others, it is critical for the success and future of the club. Your key roles and responsibilities will include:

- ✓ Ensure all equipment is safe and operational
- ✓ Maintain an updated statement of equipment which would outline by team and the overall Club, the inventory of all equipment. Also to include discards and purchases with sizing.
- ✓ Assist with the selection and ordering of any equipment for the Club in late winter to assure timely delivery.
- ✓ Oversee the coordination of all sizing of equipment and outfitting teams. This may include providing training to volunteers on proper sizing. This may also include overseeing Equipment Managers (which would be named by the Head Coach).
- ✓ Ensure all on-field equipment needs are assessed and managed as deemed fit.
- ✓ Maintain the orderly organization of all equipment on-field and at our storage facility.
- ✓ Assess practice and game field needs and availability. From time to time you may be asked to come up with alternative solutions for the short-term programs of the club and for the long-term needs.
- ✓ Work towards developing an Equipment and Facilities Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Registration

Another critical portfolio which involves all of our players, families and revenue streams is our Registration portfolio. Our Director of Registration will be working very closely with our Team Managers and VP of Communications and Registrations. This role will oversee the key responsibilities of:

- ✓ Work closely with your VP and Team Managers to provide updated registration forms; assess the location of each player's home to ensure they live within our territory; gather fees and turn over to the Executive.
- ✓ Verify that all registrations are valid with the League and communicate any needs for waivers, proof of ID and age.
- ✓ Plan and execute all Club Registration events which may include but not be limited to: promotion, signage, multiple sites, site bookings, volunteers and all required supplies.
- ✓ Work towards developing a Registration Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Clinics

For the continued growth of our Club, it is important that the Club offers our players and coaches opportunities to further their skills with clinics. We want to instill confidence and feed the passion for football in our players and our coaches need to be as up-to-date as possible on techniques, fundamentals, systems and creating and implementing coaching plans. The Director of Clinics will be a very important role for the Club and will oversee the following key action items:

- ✓ Assess effectiveness of the previous Warrior hosted player clinics.
- ✓ Develop a player clinic plan for the upcoming season which will take into account the appropriate time of year; focus of the clinic (e.g. indoor vs. outdoor, position specific vs. general, etc.); need for guest presenters, fees, venue, promotion, communication, canteen, fundraising, etc.
- ✓ Liaise with other Directors and Committees as required to add value to your events (e.g. Director of Registration)
- ✓ Carry out all aspects of hosting player clinics.
- ✓ Communicate upcoming clinics available for players within our general locale.
- ✓ Communicate potential coach clinics which are available to the Executive, Managers and Head Coaches. These would include the newly formed Coach Certification Clinics.
- ✓ Act as a portal for communication amongst coaches to facilitate group rates for clinics.
- ✓ Work towards developing a Director of Clinics Manual electronically so that expertise and experiences can be shared and learned from for future Directors and Committees.

Director of Non-Contact Football

For the general promotion of our sport and to present a fuller array of options for families to become engaged with our Club, it is important that the Club offers our community the opportunity to play touch and/or flag football. Flag football and/or touch football allow opportunities for youth not interested in tackle football to still be involved with our Club. These programs can also introduce new youth to our great sport. The Director of Non-Contact Football will be a very important role for the Club and will oversee the following key action items:

- ✓ Assess effectiveness of the previous Warrior non-contact programs
- ✓ Develop a plan to coordinate all of the Club's Non-Contact programs in an efficient and effective manner.
- ✓ Oversee all aspects of these programs which will mean working in concert with many other Director to: arrange field rentals; communicate advertising needs; acquire needed equipment; arrange for volunteers/coaches; arrange for cloting/uniforms if required; assess needs for canteen; draft teams and schedules; provide needed story-lines for our communications and other roles as deemed fit to provide our non-contact programs.

APPENDIX III

Scholarships

In 1999, the Bell Warriors initiated the Warrior Scholarship program offering two \$1,000 scholarships to ex-Warriors who are pursuing post-secondary education. Participation in a post-secondary football program is not a pre-requisite. There are however, three selection criteria – academics, Warrior experience, and community involvement. Applications must be submitted by August 1 and must include an original letter describing both the applicant's experiences with the Warriors as well as his/her volunteer involvement with the community, a transcript of the applicant's previous year's marks, a notice of acceptance from the selected university/college (for first year students) OR a note from the school indicating the applicant's return for a succeeding year, as well as any letters of reference. An independent committee, as chosen by the Club executive, makes the selections.

An applicant will only be eligible for selection for the scholarship a maximum of two times. The only exceptions will be:

- (i) The independent committee deems an application does not meet the three selection criteria and/or
- (ii) An insufficient number of eligible applications apply prior to the deadline.

If either situation (i) and/or (ii) occurs, an applicant can be eligible for consideration to win a scholarship more than two times.