Club Warrior Swimmers @ UW*
(*formerly, Waterloo Rapid Swimmers @ University of Waterloo)

APPLICATION for AFFILIATION to SWIM ONTARIO

May 5th, 2010

Submitted to:

Tracy Judges  (t.judges@rogers.com)  Rick Hannah (rickhannah@aol.com)
Western Region Rep  President, Swim Ontario
323 Bushwood Court  3 Concorde Gate, Suite 206
Waterloo, ON N2T 2E5  North York, ON M3C 3N7

John Vadeika (john@swimontario.com )
Executive Director, Swim Ontario
3 Concorde Gate, Suite 206
North York, ON M3C 3N7
Executive Summary

Club Warrior Swimmers @ UW ("CW" or "Club Warriors") is making application for affiliation to Swim Ontario as a member club. The following application has been prepared and submitted in accordance with Swim Ontario Procedure M-003-01 “Affiliation of a New Club and Change Procedure” (updated March 29, 2010).

Club Warriors Name:

Club Warriors is a not-for-profit swim club based at the University of Waterloo. CW was incorporated in August 2008 as Waterloo Rapid Swimmers @ University of Waterloo. The name of the club has been changed from Waterloo Rapid Swimmers @ University of Waterloo to Club Warrior Swimmers @ UW (Call Letters: CW). The purpose of the name change was to address a concern raised by Swim Ontario about a conflict with the name of another Swim Ontario affiliated club.

Club Warriors Focus / Goals:

Club Warriors runs a year-round swimming program which enables local youth to progress from introductory programs to advanced levels.

CW’s objectives include:

- providing opportunities for all youth eligible for membership to engage in the lifetime sport of swimming from learn to swim programs through to preparation for national/international competition irrespective of race, ethnicity, place of origin, family circumstance, religion, ability, sex, gender expression or sexual orientation;
- providing opportunities for educational development, positive social interaction and civic engagement; and
- providing these opportunities through a governance structure that is premised upon equity, accountability and transparency.

The long term goal of Club Warriors is to be a high performing, well-respected and successful Canadian competitive swimming club affiliated with Swim Ontario as a member club. CW will strive to develop swimmers to compete at regional, provincial, national and international levels of competition. By doing so, Club Warrior hopes to make a positive contribution to amateur swimming in Ontario and Canada.

Management / Governance:

CW is a non-share capital corporation. Each of its user families is a member of the club and as such is directly involved in the election of the board of directors. CW has a strong and diverse board of directors that is actively involved in the management and direction of the club. Collectively, the Board members have experience in competitive swimming non-profit organizations, fundraising, membership growth, bookkeeping, general management, finance and strategy.

Since its incorporation, the club has continually taken steps to improve upon its management and its governance. Highlights this year include a stronger CW board with the addition of Jeff Slater, Catherine
Bird and Hong Dwyer. Departed from the Board are Kimberly Ellis-Hale, Shelagh Pepper and Staci Bartlett.

**Coaching Staff:**

CW’s coaching staff, under the direction of Head Coach Chuck Meklensek, includes experienced staff members. Chuck is a Level 3 NCCP coach and has been coaching professionally since retiring from swimming in 1988.

**Growth of the Club:**

Over the past two years, CW has demonstrated its ability to attract new swimmers to the sport. The Club has grown from an initial membership of 35 kids in September 2008, to a membership of approximately 50 kids early in 2009, to a membership of approximately 70 kids in early 2010. All of this growth was accomplished despite the club not being able to participate in Ontario sanctioned meets as it was not yet affiliated with Swim Ontario. We are projecting a membership growth rate of 35% for the next year to an estimated 2011 membership of approximately 97 kids.

**Success of the Club Warriors Swimmers:**

CW has already shown its tenacity, spirit and success in competition. Based on times posted at international events, Club Warriors swimmers have performed at a high enough level to rank in the top 50 in Canada based on current yard to short course meter conversions. Further, for the second year in a row members of Club Warriors have won the Trophy for Small Team High Point Award at the Annual Shamrock G-S-B Open Meet (March 6th and 7th, 2010) in Buffalo, New York.

**Finances:**

Fees from this membership constitute the major source of revenue for the club. The largest costs are the compensation for coaching staff and payments for pool time. The 3 Year Financial Plan is on track with the Year 2 budget ahead of projections. The club is still projecting close to break-even by end of year 3 and has received sufficient private donations from its membership to address the start up shortfalls. No government sources of funding have been received at this time but with a Swim Ontario Affiliation, other sources of grants and sponsorships will become available. As is the case with most affiliated member clubs, fundraising and the search for additional sources of income will be an ongoing activity of the CW Board.

**Affiliation with the University of Waterloo**

Since 2007, University of Waterloo ("UW") has undertaken a renewed focus on the improvement of its university swimming programs. UW has concluded that an affiliation with a sanctioned age-group club is an integral part of its long-term swimming development strategy. Club Warrior currently operates out of UW’s pool facilities and UW is committed to supporting the success of the club and this application for affiliation with Swim Ontario. Please see the included letters of support from David Johnston, President of the University of Waterloo; and, Bob Copeland, Director of Athletics for the University of Waterloo.
Benefits to Swim Ontario and the Local Community:

Club Warriors believes that as a member of Swim Ontario, it can contribute positively to Swim Ontario, to the local community and to amateur swimming in Canada. The following are a few ways in which we believe that we can make a contribution:

a. Although there are a number of quality clubs in the Region and the Province, we believe that the unique features of Club Warriors (including its size, its coaching styles, the strength of its board, the pride and support of its existing members) make it an attractive alternative for new swimmers. Furthermore, with over 500,000 residents now living in the Region of Waterloo, Club Warriors provides an alternative to meet the growing demands of this flourishing community.

b. Club Warriors’ affiliation with UW has a dual positive effect. The support that the club has received and continues to receive from UW contributes to its success. Also, by playing an integral role in UW’s development strategy, CW is assisting the University with the improvement of its swimming program. The success of both Club Warriors and UW’s varsity team has positive effects for swimming in the region and beyond.

c. Club Warriors is proud of the fact that we are, in fact, currently attracting new swimmers to the sport. Since inception, CW has almost doubled in size as a result of new swimmers to the sport and we are projecting ongoing growth into the future.

Letters of Support:

Immediately following this summary are letters of support received from members of the community and sport community in connection with Club Warrior’s Application for Affiliation. These letters are presented as evidence of community support, including from both UW and Wilfrid Laurier University; and to highlight the positive contribution CW has made and will strive to continue to make to the swimming community and the community as a whole.

1. Alex Baumann, Interim Chief Executive Officer of Own the Podium.
2. David Johnston, President of the University of Waterloo.
3. Bob Copeland, Director of Athletics for the University of Waterloo.
4. Peter Baxter, Director of Athletics for Wilfrid Laurier University.
5. Brenda Halloran, Mayor for the City of Waterloo.
6. Ken Seiling, Regional Chair for the Region of Waterloo
7. Peter Braid, M.P. for Kitchener-Waterloo
8. Carl Zehr, Mayor for the City of Kitchener
14 April, 2010

Michael Raw  
President, Club Warriors  
S-420 Erb Street West  
Suite #316  
Waterloo, ON N2L 6K6

RE: Club Warriors

To whom this may concern,

The purpose of this letter is to reconfirm my endorsement of Club Warriors submission to become a registered swim club with Swim Ontario.

Since January 2009 the Club Warriors membership has grown 40% (70 swimmers up from 50, almost all swimmers were new to the sport). With growth like this Kitchener-Waterloo can easily support another competitive swim club as the city is currently under-serviced for quality competitive programs.

From a personal perspective, I grew up training and racing in a town much smaller than Kitchener-Waterloo, and can appreciate the benefits multiple clubs can have on a city. For one, residents have greater opportunity to participate. Secondly, multiple clubs inherently raise the bar for competition and innovation, allowing each club to surpass previous expectations.

The fact that Kitchener-Waterloo has been so successful supporting two major universities, each with their own varsity swim team and pool, demonstrates a strong support base for amateur sports. This makes the region an ideal candidate for a second university-based, amateur age swim club such as the Club Warriors.

Regards,

Alex Baumann  
Interim Chief Executive Officer, Own the Podium
April 15, 2010

Executive Council of Swim Ontario
3 Concorde Gate Suite 206
North York, Ontario
M3C 3N7

Dear Executive Council of Swim Ontario,

It is my understanding that the Club Warriors(formerly Waterloo Rapids) are applying to be registered with Swim Ontario. I am happy to lend my support for their application.

My immediate family has many years experience in competing and coaching in a variety of sports. In some instances, more than one body was involved which served to increase opportunities and raised the level of the sport. Based on my experience, I believe that the athletes of the Region who compete in aquatic events will only experience greater participation and increased opportunity with the registration of a new club.

Given the current and predicted growth of the Region, I believe we need to give parents and competitors greater opportunities to compete which will have the effect of encouraging even greater participation. For those to whom competitive swimming is important, it seems that this would be a good step.

Sincerely,

Ken Seiling
Regional Chair
April 30, 2010

Dear Swim Ontario Board of Directors and Western Region,

I am writing to you to express the strong support of the University of Waterloo for the application by Club Warriors (formerly Waterloo Rapids Swim Club) for affiliation with Swim Ontario.

The University is pleased to act as the host institution for Club Warriors through the provision of our athletic facilities. In addition, the University looks forward to a collaborative relationship between Club Warriors and our inter-university sports program and Department of Athletics and Recreational Services.

On February 12, 2010, I had the opportunity to meet with the Executive Committee of the Board of Directors of Swim Ontario, together with our Director of Athletics Bob Copeland, and President of Club Warriors, Michael Raw. This meeting was very instructive and most helpful to us in respect to the planned application by Club Warriors. In fact, Club Warriors has incorporated the feedback and input received from the Executive Committee into the application before you.

At our meeting, we discussed the University's ongoing interest in operating a swim club at the University of Waterloo that is affiliated with Swim Ontario. During the meeting, we hope that we were able to clarify information about the origins of this community club. In fact, the application by Club Warriors is an important historical event for us because it returns the University of Waterloo to a more active relationship with Swim Ontario. In the 1970s, the University enjoyed an association with the K-W Y Aquatic Club. At that time, and in a much smaller community than exists today, the local swimming scene was vibrant with multiple clubs operating, including the K-W Y Aquatic Club, Waterloo Tarpons, and Region of Waterloo Swim Club which evolved from the K-W Y Aquatic Club.

At the meeting on February 12, 2010, we were pleased to have the opportunity to highlight a significant opportunity that exists to serve and grow swimming in our community. One such opportunity is anticipated to include the building of a 50 meter Olympic standard pool that involves confidential discussions with an anonymous donor. The prospect of such a significant facility would serve many stakeholders in our community and would provide benefits to Swim Ontario through the hosting of major competitions, among other training advantages for swimmers. The lack of appropriate swimming facilities has been well documented in our region dating back to the closure of the Lincoln Road aquatic facility which forced the demise of the K-W Y Aquatic Club.
It is our strong desire to find a way forward so that a keen, new club can help further the sport of competitive swimming in Ontario, with constructive engagement from all parties.

Please telephone me at any time should you wish to discuss the University's strong support for the affiliation application by Club Warriors.

Sincerely yours,

[Signature]
David Johnston
President
University of Waterloo
Swim Ontario  
3 Concorde Gate Suite 206  
North York, Ontario  
M3C 3N7

April 15, 2010

Dear Swim Ontario Board of Directors and Western Region,

I am writing you to support the application for the sanctioning of the community swim club housed at the University of Waterloo.

The University of Waterloo and Wilfrid Laurier University have had a long history of co-operation with our swim programs and working with community swim clubs and university swimming. Our 50-meter pool at Wilfrid Laurier has been the region’s centre for swim development and competitions.

Although the development of a new swim club at the University of Waterloo has caused concern at the current swim club housed at Laurier, it is my strong feeling that we need to focus on children and swim development. Currently, the children swimming with the community swim club at the University of Waterloo do not have an opportunity to swim at Swim Ontario sanctioned events; this must change for their benefit. I have spoken to Bob Copeland - my counterpart at the University of Waterloo - and we will do our best to work with both clubs housed at our facilities to focus on children’s swimming and swim development.

I feel strongly that in the long term, this is best for swimming and swim development for our region. For this reason, I strongly support this application of the community swim club housed at the University of Waterloo.

Sincerely,

Peter Baxter  
Director Athletics and Recreation  
Wilfrid Laurier University

Walter Hall  
Waterloo, Ontario  
Canada N2L 3C5  
Tel: 519-884-6600  
Fax: 519-884-0223  
www.laurierathletics.com
April 15, 2010
Swim Ontario
3 Concorde Gate Suite 206
North York, ON
M3C 3N7

Dear Swim Ontario Board of Directors & Western Region,

I am writing on behalf of the Department of Athletics at the University of Waterloo in support of the application for sanctioning by Club Warriors (formerly Waterloo Rapids Swim Club). We have enjoyed a productive and mutually beneficial relationship over two seasons that has seen this club flourish.

In addition to providing opportunities and choices for children to train and compete in the sport of swimming, it is strategically important to the long term objectives of Waterloo’s varsity swimming program to have an affiliated age-group club that is resident in our facilities. The advantages of such a relationship have been demonstrated by leading programs such as the University of Calgary and University of Toronto, among others. We are committed to supporting the success of this club and its vital role in the Long Term Athlete Development (LTAD) model advocated by the Ministry of Health Promotion.

In addition to the value that a sanctioned club brings to our program, the benefits to our broader community are numerous and supported by a plethora of stakeholders including municipal politicians, leading sports experts, community leaders, and everyday citizens and parents. We look forward as an outward looking university to seize opportunities to benefit our community and Swim Ontario through the successful affiliation of this club. We are also philosophically aligned with Wilfrid Laurier University and our common desire to keep the focus on opportunities for children in our community. Opportunities that can be served equally well by affiliated clubs at both of our institutions.

The successful operation of this club over the past two years has demonstrated their commitment to the sport of swimming and the viability of their business model. Swim Ontario will be well-served by having this club in its membership.

Sincerely,

[Signature]

Bill Cupland
Director, Athletics
April 28, 2010

Executive Council of Swim Ontario
3 Concorde Gate, Suite 206
North York, ON M3C 3N7

RE: Waterloo Rapids Swim Club

Dear Executive Council of Swim Ontario:

As Mayor of the City of Waterloo, I wish to extend my support for the Waterloo Rapids Swim Club in their application to be registered with Swim Ontario.

The City of Waterloo has a very strong sport based community and as result many of our residents have ties to various sport clubs. The Waterloo Rapids are dedicated to swimming excellence, while maintaining a focus on scholarship, character, and community. It has been a long time goal for the Waterloo Rapids to become an affiliated swim club with Swim Ontario. Given this opportunity the swim club will be an added value to our continued growing in this region.

I wholeheartedly support this application and believe that we need to give every resident the opportunity to participate in sports on both recreational and competitive levels. Waterloo has been successful in supporting our major universities with their own swim team. Our city has 16 outdoor sports fields, a multi-purpose recreation building, trails, parkland, and a golf course. In supporting this application submitted by the Waterloo Rapids it will allow for greater participation and increased opportunity within our Region.

Sincerely,

[Signature]

Brenda Halloran
Mayor
May 4, 2010

To Whom It May Concern

I am writing to convey my support for the Club Warrior Swimmers (CW) and their application for registration with Swim Ontario.

The Waterloo Region is enjoying unprecedented growth, and along with that comes an increased capacity for both recreational and competitive team sports. CW’s programming encourages youth participation in progressive levels of swimming and competition, provides opportunities for athletic development and success, and promotes a healthy and active lifestyle.

An affiliation with Swim Ontario would provide our region with increased competitive opportunities for local swimmers, and foster the dreams and aspirations of young athletes and future Olympians as they strive for new levels of excellence.

Our Region has a strong tradition of collaboration resulting in excellence in a number of fields. From academics to business to high-tech innovation, competition is at the heart of our accomplishments. Participation in competitive sports demonstrates how individual achievement contributes to team success, and cultivates a competitive spirit that will give us an edge in all endeavours.

As the Member of Parliament for Kitchener-Waterloo, I encourage you to give CW’s application every consideration.

Sincerely,

Peter Braid, M.P.
Kitchener - Waterloo
May 4, 2010

To Whom It May Concern:

I am writing to lend my support to the Club Warrior Swimmers in their efforts to become an Affiliated Swim Ontario competitive swim club.

Just as our community has grown in recent years, so too has the demand for competitive swimming programs. Our entire region is poised to continue growing in coming years at an exponential rate. Swim Ontario affiliation will allow the Club Warrior Swimmers to help address some of the increased demand for aquatics programming throughout Kitchener and Waterloo.

Across the country, and in particularly in our region, we are seeing increased attention to athletes and the greater benefits of healthy lifestyles and fitness - a perfect fit for swimming enthusiasts. The executive management team and staff of Club Warriors Swimmers are well positioned to contribute an additional opportunity for aquatics demands in our community.

Thank you for consideration of Club Warriors Swimmers for Swim Ontario Affiliation.

Sincerely,

[Signature]

Carl Zehr
Mayor

c.c.: Morgan Elliot

Office of the Mayor
end Council
John Milloy, M.P.P.
Kitchener Centre

May 3, 2010

Swim Ontario
3 Concorde Gate, Suite 206
North York, ON M3C 3N7

Dear Swim Ontario,

I am writing to offer my support of Club Warriors Swimmers @ University of Waterloo’s application to become an affiliated Swim Ontario competitive swim club.

As member of Provincial Parliament for Kitchener Centre I have had the opportunity to meet with parents, coaches and athletes involved in the competitive swimming community. Our Region is a rapidly growing community and welcomes the expanded opportunities that the addition of Club Warriors Swimmers @ University of Waterloo provides to young people seeking involvement in competitive athletics.

As you are no doubt aware, Club Warriors Swimmers @ University of Waterloo was incorporated in 2008 with the goal of becoming an Affiliated Swim Ontario competitive swim club in order to allow its athletes to compete in Swim Ontario sanctioned competitions and to allow the club to be eligible for government sources of funding.

It is my understanding that Club Warriors Swimmers @ University of Waterloo provides introductory level to advanced level programs and has athletes capable of competing at regional, provincial, national and international levels. It is also my understanding that Club Warriors Swimmers @ University of Waterloo has doubled its membership growing from 35 athletes at inception to 70 at present thus demonstrating that a new club is capable of expanding the participation base.

A second competitive swim club in Kitchener Waterloo expands the potential of participation through competition in fees, structure, and style of coaching. As our Region continues to grow it is important to be able to provide a choice of competitive swimming opportunities for our youth to pursue their athletic goals so that Canada can continue to ‘Own the Podium’ in future international competitions.

I am pleased to offer my support for Club Warriors Swimmers @ University of Waterloo and if I can be of further assistance with respect to this matter, please do not hesitate to contact me.

Sincerely,

John Milloy, MPP
Kitchener Centre
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Acknowledgements

The Club Warrior Swimmers @ UW would like to acknowledge the following which have been referenced in the preparation of this Application: Swimming Natation Canada, Swim Ontario, Canadian Swimming Coaches & Teachers Association, Ontario Swimming Officials’ Association, Long Term Athlete Development Strategy, Parents’ Guide to Long Term Athlete Development.
# NEW CLUB AFFILIATION FORM  
*Swim Season 2010-2011*

<table>
<thead>
<tr>
<th>Club Name</th>
<th>Club Warrior Swimmers @ UW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club Address</td>
<td>5-420 Erb Street West, Suite #316</td>
</tr>
<tr>
<td>City</td>
<td>Waterloo</td>
</tr>
<tr>
<td>Postal Code</td>
<td>N2L 6K6</td>
</tr>
<tr>
<td>Club Phone</td>
<td>519-404-4852</td>
</tr>
<tr>
<td>Club Fax</td>
<td>None</td>
</tr>
<tr>
<td>Club Email</td>
<td><a href="mailto:info@clubwarriors.ca">info@clubwarriors.ca</a></td>
</tr>
<tr>
<td>Club Website</td>
<td><a href="http://www.clubwarriors.ca">www.clubwarriors.ca</a></td>
</tr>
</tbody>
</table>

**President Name**  
Michael Raw  
**Address**  
582 Chancery Place  
**City**  
Waterloo  
**Postal Code**  
N2T 2N5  
**Res. Phone**  
519-747-0937  
**Bus. Phone**  
519-597-1141

**Head Coach Name**  
Chuck Meklensek  
**Address**  
205-29 King Street East  
**City**  
Kitchener  
**Postal Code**  
N2G 2K4  
**Res. Phone**  
519-589-7846  
**Bus. Phone**  
519-772-7772

**Director-at-Large**  
Jeffrey Slater  
**Email**  
jaslater@uwaterloo.ca  
**Address**  
43 Young Street West  
**City**  
Waterloo  
**Postal Code**  
N2L 2Z4  
**Res. Phone**  
519-888-6044  
**Bus. Phone**  
519-888-4567 X37530

**********************************************************
**********************************************************
Pool Facility Information
Pool  University of Waterloo  Facility Contact Person  Rebecca Boyd/Jane Arnem

Address  200 University Ave. W, Waterloo Ontario

Phone#  519-888-4567 ext: 35034

Please attach list of any additional pool. Swim Ontario must have a completed Pool Depth Certificate for each pool used. See Appendix A

We agree to abide by the By-Laws of Swim Ontario (S/NC) and the policies, rules and regulations of Swim Ontario. The club executive understands fully the implication of being a member club of Swim Ontario.

Date  May 1, 2010

Signature of club official and position

(Michael Raw, President, Club Warrior Swimmers @ UW)

See Fee Schedule for club fee. Submissions of this form and fee are required on or before August 31, 2010. Incomplete forms will be returned to the club and club affiliation will not be valid until forms are returned completed in full.

3 Concorde Gate, Suite 206
North York, ON M3C 3N7
416 426-7220
Email – heather@swimontario.com
Website – www.swimontario.com
Club Information

Club Name (proposed)
Club Warrior Swimmers @UW
(Informally, “Club Warriors”)

Club Call Letters (proposed)
CW

Contact Information for the Club
See “New Club Affiliation Form” above.

Contact Information for the Administrators
See “New Club Affiliation Form” above.

Coaching Information
See “New Club Affiliation Form” above and “Qualified Coaching Staff” below.

Pool Facility Information
The home pool of CW is located at the University of Waterloo, 200 University Avenue West, Waterloo, Ontario.

Located on the North West corner of the University of Waterloo (UW), the Physical Activities Complex (PAC) houses the University’s six (6) lane, twenty-five (25) yard indoor pool. Built in 1968, the pool is now part of a much larger 13,903 square metre athletic complex. Although one of the oldest pools in Waterloo, UW’s pool has been exceptionally well maintained and continues to host a myriad of aquatic programs offered through the University’s Athletics and Recreational Services.

For Pool depth Certificate please see Appendix A.

Intent to Affiliate/Operate One Club In One Region Only:
CW is now and will only apply to affiliate and operate one club in one region only.

Proof of Incorporation
The Club’s Incorporation Document, By-laws and Policies form its formalized governance hierarchy.

See Appendix B for the Proof of Incorporation Document and below for references to and location of the Club’s By-laws, Policies and Other Information.
Sound Operating Practices

As evidenced throughout CW’s governance documents, the Club is committed to a governance structure that is equitable, accountable and transparent. This commitment is further evidenced in the Club’s practices which included the posting of its Bylaws, Annual Budget, Board of Directors Meeting schedule, Agendas, approved Minutes, Reports, and Policies and Procedures in its Members Area for ease of access by its membership.

By-Laws

Club Warrior Swimmers @ UW’s By-laws, the second level of the Club’s formalized governance structure, set out the basic rules and guidelines which governs the Club.

See Appendix C for the Club Warrior Swimmers @ UW’s By-laws document. The attached By-Laws of the Club Warrior Swimmers @ UW will be revised once the club is affiliated with Swim Ontario. As stated in this Application, the By-Laws will confirm that Club Warriors will affiliate and operate one Club and in one Region only and that Club Warriors shall adopt the rules and regulations of Swim Ontario and Swimming Natation Canada.

Policies and Procedures

The Club’s Policies and Procedures constitute the final level in the Club’s formalized governance hierarchy.

See Appendix D for full text of Policies which have been approved, and a draft for discussion.
Other Information
In addition to the Club’s formalized governance structure, further documentation is attached in the Appendices.

Sound Business Practices/ Business Plan

Board of Directors
The present Board of Directors of Club Warriors consists of the following individuals, all of whom have completed police security checks:

- **Michael Raw – President.** As President, Michael has overall responsibility for the Club’s operation, conduct, finances, agreements, Committees, media contact, and is the main delegator, mediator and evaluator of the club’s staff and activities. The President can call working group meetings as needed for Club operations. Furthermore, Michael is presently the Chair of the Ad Hoc Committee for Swim Ontario Affiliation.

- **Catherine Bird – Director for Communications and Registrar** As Director for Communications and Registrar, Catherine is responsible for membership communications (including head group parent), is the Club Registrar, and maintains the website content. In addition, Catherine responds to the general information e-mail maintained by the club.

- **Mary Recoskie - Secretary.** As Secretary, Mary is responsible for managing the agenda and minutes of the formal Board meetings and keeping our Corporate Seal and Minute Book in good order. In addition, Mary will be responsible for our Club’s legal and insurance needs, employment agreements with staff, compliance and corporate governance issues, and maintaining our By-Laws and the director nomination process.

- **Hong Dwyer – Treasurer.** As Treasurer, Hong is in charge of overseeing the financial processes, including the accounting system, monthly financial reports, collection of overdue accounts, adherence to compensation regulations, the filing of taxes as applicable, and ensuring that other club activities have clear policies for their finances, including coaching and pool rental costs.

- **Jeff Slater – Director-at-Large.** Jeff brings with him a wealth of experience in competitive swimming. He is also Head Coach of the University Varsity swim team and a Level 3 NCCP coach. Jeff will advise on all matters related to running a successful swim club and is especially able to help with University and swimming community relations.

- **Conrad Hewitt – Director-at-Large.** Conrad is responsible for in-house meet management, officials training and club records keeping.

Affiliate of an Educational Institution, Focus and Mandate
Since 2007, University of Waterloo (“UW”) has undertaken a renewed focus on the improvement of its university swimming programs. UW has concluded that an affiliation with a sanctioned age-group club is an integral part of its long-term swimming development strategy. Club Warriors currently operates out of UW’s pool facilities and UW is committed to supporting the success of the club and this application for affiliation with Swim Ontario.
Club Warriors runs a year-round swimming program which enables local youth to progress from introductory programs to advanced levels.

CW’s objectives include:

- providing opportunities for all youth eligible for membership to engage in the lifetime sport of swimming from learn to swim programs through to preparation for national/international competition irrespective of race, ethnicity, place of origin, family circumstance, religion, ability, sex, gender expression or sexual orientation;
- providing opportunities for educational development, positive social interaction and civic engagement; and
- providing these opportunities through a governance structure that is premised upon equity, accountability and transparency.

The long term goal of Club Warriors is to be a high performing, well-respected and successful Canadian competitive swimming club affiliated with Swim Ontario as a member club. CW will strive to develop swimmers to compete at regional, provincial, national and international levels of competition. By doing so, Club Warrior hopes to make a positive contribution to amateur swimming in Ontario and Canada.

**Business Plan/ Fiscal Year 2009-2010 Budget**

The budget for the fiscal year for August 1st 2009 to July 31st (year end) 2010 is presented below. This has been developed by the Treasurer and President and reviewed and approved by the Board.

<table>
<thead>
<tr>
<th>Income</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swimmer Fees (with discounts)</td>
<td>$105,000</td>
</tr>
<tr>
<td>Donations</td>
<td>$53,000</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$10,000</td>
</tr>
<tr>
<td>CW Fee</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$173,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pool</td>
<td>$51,900</td>
</tr>
<tr>
<td>Payroll</td>
<td>$82,000</td>
</tr>
<tr>
<td>Coaching Development</td>
<td>$2,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>$5,000</td>
</tr>
<tr>
<td>Audit</td>
<td>$2,000</td>
</tr>
<tr>
<td>Finance Charges (Paypal)</td>
<td>$3,000</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$3,200</td>
</tr>
<tr>
<td>Equipment</td>
<td>$3,000</td>
</tr>
<tr>
<td>Promotion/Advertising</td>
<td>$5,000</td>
</tr>
<tr>
<td>Travel Expenses</td>
<td>$8,400</td>
</tr>
<tr>
<td>CW Fee</td>
<td>$5,000</td>
</tr>
<tr>
<td>Relay Fee</td>
<td>$1,100</td>
</tr>
</tbody>
</table>
Club Events $1,000
Other $1,000
Total $174,100

Net Income/Loss -$1,100

Notes:

• At the time the Budget was set, Swimmer Fee Income was projected from registration fees for approximately 70 swimmers.

• The Donations line is from individuals from the club membership who have made certain pledges. Fundraising denotes expected revenue from a Swim-a-thon. Note that there is no income from other forms of government or corporate sponsorship or fundraising. Many of these sources expect an affiliated status for a swim club before they would donate meaningful funds. Finally, no income is budgeted from Meet fees as the Club cannot yet host sanctioned meets.

• The CW Fee is a flow-through accounting item – note the same line amount under Expenses. As a convenience to its members, the Club collects the Club Wolverine of Michigan monthly registration fee of $25 per month for those swimmers who have also registered with that club, and pays this as an aggregated fee to Club Wolverine.

• Pool rental costs and coaching staff payroll constitute the largest costs for the club.

• Other cost items are self-explanatory.

Fiscal Year 2008-2009 Full Year Income Statement

See next page.
# Income Statement

**WATR**  
November 22, 2009

## for 2008-2009

<table>
<thead>
<tr>
<th>Income</th>
<th>Actual Amount</th>
<th>% of Budget</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee payments</td>
<td>94,157.35</td>
<td>100%</td>
<td>94,000.00</td>
</tr>
<tr>
<td>Donations</td>
<td>82,280.65</td>
<td>82%</td>
<td>100,000.00</td>
</tr>
<tr>
<td>Other</td>
<td>826.49</td>
<td>165%</td>
<td>500.00</td>
</tr>
<tr>
<td>Fundraising (after paypal charges)*</td>
<td>7,994.01</td>
<td>400%</td>
<td>2,000.00</td>
</tr>
</tbody>
</table>

**Total Revenues**  
$185,258.50  
94%  
$196,500.00

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Actual Amount</th>
<th>% of Budget</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>78,167.32</td>
<td>88%</td>
<td>88,500.00</td>
</tr>
<tr>
<td>Pool Rental</td>
<td>47,812.30</td>
<td>74%</td>
<td>65,000.00</td>
</tr>
<tr>
<td>Coaching Development</td>
<td>764.01</td>
<td>31%</td>
<td>2,500.00</td>
</tr>
</tbody>
</table>

**Total Swimming expenses**  
$126,743.63  
81%  
$156,000.00

<table>
<thead>
<tr>
<th>General/Administrative</th>
<th>Actual Amount</th>
<th>% of Budget</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance charges</td>
<td>2,264.37</td>
<td>75%</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>5,794.20</td>
<td>83%</td>
<td>7,000.00</td>
</tr>
<tr>
<td>Office expenses</td>
<td>2,006.83</td>
<td>67%</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Promotion</td>
<td>4,181.70</td>
<td>70%</td>
<td>6,000.00</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,975.06</td>
<td>49%</td>
<td>4,000.00</td>
</tr>
<tr>
<td>Audit</td>
<td>0.00</td>
<td>0%</td>
<td>2,500.00</td>
</tr>
<tr>
<td>Travel Expenses</td>
<td>3,465.94</td>
<td>58%</td>
<td>6,000.00</td>
</tr>
<tr>
<td>Other</td>
<td>967.59</td>
<td>194%</td>
<td>500.00</td>
</tr>
</tbody>
</table>

**Total General/Administrative expenses**  
$20,655.69  
65%  
$32,000.00

**Total operating expenses**  
$147,399.32  
78%  
$188,000.00

**Net Income (Loss)**  
$37,859.18  
$8,500.00

*specifically allocated to records board*
Projected Forecasts and Discussion of Annual Financials and Three Year Plan

The above FY 2008-2009 Income statement is presented with Actuals, % of Budget and Budget columns. The 2009 Swim-a-thon produced a net income of approximately $8K which is being used for a Club Records Board to be mounted with the University of Waterloo’s permission within the pool facility.

The past Fiscal Year end is currently under Review by Jeff Riediger, CA, Partner of Simon McWhinnie Riediger and Meredith LLP, as required by our By-Laws and in accordance with good accounting governance.

The actual net income for 2008-2009 was about $30K better than originally budgeted. This stemmed from approximately $40K less expenses and $10K less total income than initially predicted. Thus we entered 2009-2010 with about $38K in retained earnings (“equity”). This provides the club with a substantial financial buffer.

The current fiscal year’s planning and Budget reflects the first year’s experience and is expected to be more accurate. Given the club’s equity, it is therefore targeted as break-even.

The Club is currently in Year 2 of the 3 year plan. That plan was presented to Swim Ontario as part of the 2009 Application for Affiliation. The financial summary for that 3 Year Plan is reproduced below for convenience.

<table>
<thead>
<tr>
<th></th>
<th>Year 1 – 08-09</th>
<th>Year 2 – 09-10</th>
<th>Year 3 – 10-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees</td>
<td>$94K</td>
<td>$127K</td>
<td>$171K</td>
</tr>
<tr>
<td>Donations</td>
<td>$100K</td>
<td>$63.5K</td>
<td>$34.5K</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$2.5K</td>
<td>$8K</td>
<td>$15K</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$196.5K</strong></td>
<td><strong>$198.5K</strong></td>
<td><strong>$220.5K</strong></td>
</tr>
<tr>
<td>Pool Costs</td>
<td>$65K</td>
<td>$67K</td>
<td>$69K</td>
</tr>
<tr>
<td>Payroll Costs</td>
<td>$88.5K</td>
<td>$91K</td>
<td>$110K</td>
</tr>
<tr>
<td>Other Costs</td>
<td>$34.5K</td>
<td>$35.5K</td>
<td>$36.5K</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td><strong>$188K</strong></td>
<td><strong>$193.5K</strong></td>
<td><strong>$215.5K</strong></td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>$8.5K</td>
<td>$5K</td>
<td>$5K</td>
</tr>
</tbody>
</table>

We can see that the club’s financials are tracking ahead of the plan as the shortfall needing to be met by Donations is about $10K less than predicted. This fact, plus the substantial retained earnings of the Club, demonstrates our sound financial position.

The Club is continuing to plan its finances and growth consistent with, or ahead of, the 3 Year Plan. The average membership growth built into the plan is 35% per year. Comparing Jan 2009 (membership of 50) with Jan 2010 (membership of 70) we saw swimmer growth of 40% in Year 2.
Whereas more new swimmers join at the relatively junior levels – with relatively lower fees per swimmer, we also see our existing swimmers advancing up through our swimming levels – with thus increasing fee revenue from those cases on a per swimmer basis. We estimate these two effects will average out, and our average fee per swimmer will be constant. Thus we assume that our income from fees will increase linearly with total registration.

At this stage, our training sessions are under-populated. We therefore estimate that we will need no further pool time for Year 3. For year 3 we will need one more part-time coach representing a modest increase of 15%. Assessment of pool size and utilization indicate that there will be no capacity issue in the UW pool until we hit 110 swimmers, beyond the forecast period for this report.

**Current Fiscal Year Sample Monthly Statements**

Our Treasurer presents to the Board of Directors at each monthly meeting financial statements for Profit & Loss (“Income Statement”) and Balance Sheet. Samples follow for Feb 2009. These are provided as examples of the Club’s operating financial processes and governance. The period from February to the end of the Fiscal year will be running with monthly losses as many members pay in full ahead of the season. We expect to end the year with a similar amount of equity as when we started (about $40K).
## Ordinary Income/Expense

<table>
<thead>
<tr>
<th>Income</th>
<th>Feb 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Income</td>
<td></td>
</tr>
<tr>
<td>CW Monthly</td>
<td>375.00</td>
</tr>
<tr>
<td>Meet Fees</td>
<td>504.75</td>
</tr>
<tr>
<td>Training Fees</td>
<td>10,901.59</td>
</tr>
<tr>
<td>Total Program Income</td>
<td>11,781.34</td>
</tr>
<tr>
<td>Total Income</td>
<td>11,781.34</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>11,781.34</td>
</tr>
</tbody>
</table>

## Expense

<table>
<thead>
<tr>
<th>Administration Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Paypal (service charge)</td>
<td>242.84</td>
</tr>
<tr>
<td>Pool Rental</td>
<td>6,650.00</td>
</tr>
<tr>
<td>Staff travel and meals</td>
<td>335.30</td>
</tr>
<tr>
<td>Accomodations</td>
<td>100.00</td>
</tr>
<tr>
<td>Milage</td>
<td>128.33</td>
</tr>
<tr>
<td>Total Staff travel and meals</td>
<td>563.63</td>
</tr>
<tr>
<td>Total Administration Expenses</td>
<td>7,456.47</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee wages and benefits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>6,500.30</td>
</tr>
<tr>
<td>Total Employee wages and benefits</td>
<td>6,500.30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CW - Meet Fees</td>
<td>983.40</td>
</tr>
<tr>
<td>Total Operating expenses</td>
<td>983.40</td>
</tr>
</tbody>
</table>

| Total Expense               | 14,940.17 |
| Net Ordinary Income         | -3,158.83 |
| Net Income                  | -3,158.83 |
Waterloo Rapid Swimmers @ University of Waterloo
Balance Sheet
As of 28 February 2010

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>28 Feb 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
</tr>
<tr>
<td>Chequing/Savings</td>
<td>1,719.59</td>
</tr>
<tr>
<td>payable account (monies held in paypal)</td>
<td></td>
</tr>
<tr>
<td>TD chequing</td>
<td>69,165.40</td>
</tr>
<tr>
<td>Total Chequing/Savings</td>
<td>70,994.99</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td></td>
</tr>
<tr>
<td>Pledges Receivable (Promises (non-grant) to give contributions)</td>
<td>-1,884.56</td>
</tr>
<tr>
<td>Total Accounts Receivable</td>
<td>-1,884.56</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td></td>
</tr>
<tr>
<td>Inventory Asset</td>
<td>2,875.56</td>
</tr>
<tr>
<td>Total Other Current Assets</td>
<td>2,875.56</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>71,885.91</td>
</tr>
</tbody>
</table>

| TOTAL ASSETS | 71,885.91 |

<table>
<thead>
<tr>
<th>LIABILITIES &amp; EQUITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>26.00</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td></td>
</tr>
<tr>
<td>Total Accounts Payable</td>
<td>26.00</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>GST/HST Payable (Tax amounts collected on sales and paid o...</td>
<td>-521.42</td>
</tr>
<tr>
<td>Payroll Liabilities</td>
<td>4,922.03</td>
</tr>
<tr>
<td>Total Other Current Liabilities</td>
<td>4,100.60</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>4,128.60</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>4,128.60</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>38,960.83</td>
</tr>
<tr>
<td>Net Income</td>
<td>28,778.48</td>
</tr>
<tr>
<td>Total Equity</td>
<td>67,739.31</td>
</tr>
</tbody>
</table>

| TOTAL LIABILITIES & EQUITY | 71,885.91 |
Projected Athlete Registration Numbers

Ratio of New Swim Ontario Members to Club Transfers

Our estimation is that future membership from existing Swim Ontario Affiliated clubs will be minimal and likely similar to the current ratio of swimmer transfers across the province. The table below depicts where our current swimmer membership originates from in 2008-2009. These numbers are to the best of our knowledge as most new swimmers to our club are in the novice category.

Swimmer Historical Breakdown

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Swimmers that were members of CW in 2008-2009</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swimmers that were not members of any swim club in 2008-2009</td>
<td>31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swimmers that were members of an existing SO club in 2008-2009</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We do know that a number of our swimmers that we consider new to the sport have tried programs of other Swim Ontario affiliated clubs, although they did not become official members of those clubs. As of March 31, 2010, one competitive swimmer transferred to CW from an existing Swim Ontario Competitive Club this season. All other swimmers were members of CW in the 2008-2009 season or are new to the sport. (Indeed we witnessed a few swimmers leaving the club to join other Swim Ontario member clubs also).

Forecast Age Group Breakdown

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Actual Yr 1 ‘08-‘09</th>
<th>Actual Yr 2 ‘09-‘10</th>
<th>Actual Yr 3 ‘10-‘11</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 &amp; Under</td>
<td>15</td>
<td>28</td>
<td>34</td>
</tr>
<tr>
<td>9 -10</td>
<td>16</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>11-12 years</td>
<td>13</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>13 -14 years</td>
<td>5</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>15 &amp; Over</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>72</strong></td>
<td><strong>97</strong></td>
</tr>
</tbody>
</table>
**Forecasted Coach to Swimmer Ratio for Each Practice Group**

<table>
<thead>
<tr>
<th>Group</th>
<th>Max Group Size</th>
<th>Max Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite</td>
<td>12</td>
<td>1:12</td>
</tr>
<tr>
<td>Advanced</td>
<td>12</td>
<td>1:12</td>
</tr>
<tr>
<td>Junior A</td>
<td>12</td>
<td>1:12</td>
</tr>
<tr>
<td>Junior B</td>
<td>12</td>
<td>1:12</td>
</tr>
<tr>
<td>Junior C</td>
<td>24</td>
<td>1:12</td>
</tr>
<tr>
<td>Intro 2</td>
<td>27</td>
<td>1:9</td>
</tr>
<tr>
<td>Intro 1</td>
<td>32 (per session)</td>
<td>1:4</td>
</tr>
</tbody>
</table>

**Qualified Coaching Staff**

In accordance with Swim Ontario policy, security checks have been completed by each coach.

**Head Coach**

Chuck Meklensek

Chuck is a level 3 NCCP coach and has been coaching professionally since retiring from swimming in 1988. Club Warriors is the 4th Club Chuck has had the privilege to serve. His 20+ years of coaching experience with some of the most notable clubs in Quebec and Ontario will be invaluable to the development of Club Warriors. Of particular note is the breadth of experience Chuck brings to his role to Club Warriors:

- Past member of the Ontario Swim Coaches Association Board and the Central Region Coaches Representative to the OSCA Board
- Has been assistant coach of Provincial and National teams to California and Sweden as well as Head Coach of Provincial and National Teams to Montreal and Italy
- Was also the Head Coach of the 1997 Ontario Canada Games Team
- Has coached:
  - 2 swimmers to the podium in the 1998 Commonwealth Games
  - Swimmers to nine different National Age Group Relay Records
  - Swimmers to the top 10 in TAG over 250 times
  - Led Etobicoke to 8 straight Provincial Age Group Championships & to six first place finishes in the National Age Group Team Rankings in the 1990's
- In 1998 received Ontario's Coach of the Year Award for the 13-14 year old girls age group

**Assistant Coaches (Competitive)**

**Assistant Coach - Allison Meklensek, NCCP Level 2**

Allison Meklensek (Level 2 NCCP): Allison has been part of the competitive swimming world for more than 20 years, starting as a swimmer and then a coach. Her career began in Waterloo as both a club and university swimmer and coach. She followed swimming to work at the Swim Ontario office and began coaching Regional and Provincial age group swimmers in Etobicoke. She helped develop swimmers and coaches in Oakville heading up their Novice programs. Allison manages the 10 and under programs and coaches including all novice programs with Club Warriors.
**Assistant Coaches-in-Training (Non-Competitive)**
Minimum of Swimming Teacher or “I Can Swim” for non-competitive registered swimmers/NOT attending sanctioned meets & MUST be at all times under direct supervision of a Skills Coach (at minimum)

**Stephanie Borgs**
Steph began competitive swimming when she was 4 years old in Tuscon, Arizona. When she was 8 she moved to Canada, where she swam for GMAC for 2 and a half years between the ages of 11 and 13. She swam for her high school up until she graduated, qualifying for OFSSA each year. In her final year of high school she was named captain and won the titles of best overall female for District 10 and CWOSSA and Female M.V.P.. Steph is currently a member of the varsity swim team here at Waterloo, commencing her 4th year on the team.

Steph was an Instructor and Lifeguard for the City of Guelph Aquatics between 2000 and 2004, where she taught Aquaquest levels 1 through 8 of swimming and lifesaving. She began coaching for the Guelph Marlin Aquatic Club in the summer of 2002 as a volunteer with the Summer Swim School. She started coaching part time during her final year of high school and into the summer with GMAC as part of their Swim School (2004). Her experience coaching is with children aged 6-12.

Steph is a full time student at the University of Waterloo. She is majoring in Civil Engineering and has worked in many different places since she is in a cooperative education program. Two summers ago she worked in Los Angeles for an architectural engineering firm.

Steph is an integral part of our staff and is seeking her Skills coach for the fall.

**Roger Hess**
Roger has been in charge of our Junior B group this past season. He is a swimming alumni having swam for 2 waterloo clubs in the 1980's. He is a father of two swimmers within the club and has been passing on his knowledge as well as gaining knowledge from colleagues. Roger will be signing up for skills coach in the fall.

**Alex Johnson**
Alex is a statistics major at the University of Waterloo. This is his second year teaching our novice group. Alex currently trains with the Waterloo Varsity team as well as works many hours as a lifeguard and instructor for the University.

**Samuel Johnson**
Sam is in his 3rd year with the University of Waterloo. This is his second year teaching our novice group. Sam currently trains with the Waterloo Varsity team as well as works many hours as a lifeguard and instructor for the University.

**Training and Development Practices**
Training and development practices are in adherence to the principles of Swim Ontario’s and Swimming Natation Canada’s Long Term Athlete Development Strategies.
## Athlete & Programme Periodization/Development

### Annual Training Plan

Annualized Training plans for the advanced group and below are based on the LTADS document provided by Swimming Natation Canada. The Annual Training Plan for the Elite Group is provided below. Note that testing plan details are to be finalized in prior to January 2011 and Educational Opportunities to be scheduled in August 2010.

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<td>Technique</td>
<td>Speed</td>
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<td>Max Strength</td>
<td>Muscular Endurance</td>
<td>Power</td>
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**Testing:**
- 8 x 200 Step Test: x x x x x
- 9 x 400 IM: x x x x x
- 12 x 100 Kick Free: x x x x x
- 800 Kick Stroke: x x x x x
- 5 x 400 5% on 8:00: x x x x x
- 8 x 50 Free on 50: x x x x x
- 15 x 200 Bk / IM: x x x x x
- 20 Widths: x x x x x x x x x
- Quad Challenge: x x x x x x x x x
- Physio Testing: x x x

**Educational Opportunities:**
- Nutrition
- Psychology
- Motivational
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<thead>
<tr>
<th>Event Schedule</th>
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<tr>
<td>Meet</td>
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<tr>
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<tr>
<td>A-B meet (ESWWM)</td>
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<th>Skills - Starts</th>
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<td>Distance</td>
<td>Speed</td>
<td>Streamlining</td>
<td>Technique</td>
<td>Speed</td>
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<td>9 x 400 IM</td>
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<tr>
<td>12 x 100 Kick Free</td>
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<td>800 Kick Stroke</td>
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<tr>
<td>5 x 400 Stk on 8:00</td>
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<tr>
<td>8 x 50 Free on 5:00</td>
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<tr>
<td>15 x 200 Bk / IM</td>
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<td>20 Widths</td>
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<td>Quad Challenge</td>
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<tr>
<td>Physio Testing</td>
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<td></td>
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<td>Psychology</td>
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<td>Event Schedule</td>
<td>March Break</td>
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<td>----------------</td>
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<td>5 x 400 Stk on 8:00</td>
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<td>8 x 50 Free on 5:00</td>
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<tr>
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<td>20 Widths</td>
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<td>Quad Challenge</td>
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<td>Physio Testing</td>
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<td>Psychology</td>
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<tr>
<td>Motivational</td>
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Proposed Meet Schedule 2009-2010
Below outlines our proposed Sanctioned Meet schedule. The club reserves the right to reduce meet participation based on its discretion.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Elite</th>
<th>Adv</th>
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<th>Jr B</th>
<th>Jr C</th>
<th>Intro 2</th>
<th>Intro 1</th>
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<tr>
<td>Youth Cup (NYAC)</td>
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<td>In House Cup #2</td>
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<tr>
<td>SC Regionals (Western Region)</td>
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<td>SC AG Provincials</td>
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<td>February Open (BAD)</td>
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<td>AMS AG Champs (UPITT)</td>
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<tr>
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<td>LC Regions (Western Region)</td>
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</table>
Pool Time Schedules/Contracts

CW has secured adequate pool time for the 2010-2011 season in order to run its full program. This pool time does not infringe on any Swim Ontario Member Clubs as no other club swims or has ever swam out of the University of Waterloo pool. CW does not plan to rent or use other community pools for its regular practice schedule (during a brief pool maintenance period, the Club did use other pools, e.g. Elmira, that do not have their own competitive swim club).

Please see Appendix F for 2009-2010 Pool Contract.

Qualified Officials Development & Competition Hosting Plan

Qualified Officials Development Plan

At the present time Club Warriors has more than twenty parents who have attended Level I Clinics, and approximately ten parents who have attended at least one of the Level II Clinics. Although these parents have been officials at numerous sanctioned swim meets, most of them have not been signed off at either level. It is our intention to offer our volunteer services at a number of local meets over the 2010/2011 short course season in order for these parents to obtain deck evaluations. Thus by the start of the 2011/2012 swimming season, we envision not only meeting the first two suggested requirements of OSOA’s Year 3 Option 1 Requirements for Clubs with 20 to 34 Families but hope to have a large enough pool of Level I and II Officials to either host a sanctioned swim meet or assist at external meets. Further, we will be working on both internally developing a Level IV Official and/or identifying an external who will be willing to declare with us.

In accordance with OSOA’s recommendation that clubs have an appointed Officials’ Chairperson (COC), Club Warriors is fortunate to have an individual who is willing to take on this role in addition to his position as Director of Meets and who is also an educator by profession. This individual will assist in the development and advancement of officials within the Club by: administering access and monitoring results of the on-line Level I and Stroke & Turn clinics by club members/other interested parties; organizing on site clinics for Club parents/other interested parties; by communicating the availability of clinics at other clubs and within the region/province; and will keep abreast of relevant publications concerning rules. This person will also be responsible for documenting and passing on the names of those within the Club who have achieved various Officiating Levels and those actively working to move “Up the Ladder”.

As the Club grows we will be looking to identify and develop an individual to take this role on as their sole responsibility within the Club so that the proper attention can be given to the education and progression of people in matters of officiating. This position will be under the direction of our Director of Meets.

Our group has already appointed a Meet Manager, a role with Board of Director designation. This individual has experienced more than a full season as a Meet Manager with another swim club, and was responsible for 5 meets over the 2007/2008 swimming season (2 short-course and 3 long-course). He has recently attended in 2009 the WOSA officials’ clinic in St Thomas in order to attend the Meet
Manager Clinic. At this time he also made informal contact with some of the higher level Western Ontario officials whose assistance would be requested were CW to host a sanctioned swim meet.

**Competition Hosting Plan**

In recognition of the importance of growing competitive swimming among those swimmers ages 9 and down, CW proposes a competition hosting plan that is intended to make these athletes feel involved in competitive swimming by offering meets that are designed for them. Given the recent ability for those with yard pools to host Non-Conforming Sanctioned Meets, CW proposes hosting two small, shorter meets for new swimmers to enjoy and to provide a venue to showcase their skills. These will be either dual or tri club events with one during short course and the other long course.

In addition to the meets described above, CW will be incorporating two additional meets that, while are more traditional in nature, are smaller and focus more on the skills required in learning how to race. These meets (again, one in short course and one in long course), would mirror the Gold-Silver-Bronze format of American meets and would have as their focus Regional and slower swimmers and would provide immediate and appropriate rewards.

**Benefits to Swim Ontario/Member Clubs/ Community**

Please see letters of support from Alex Baumaunn, Ken Seiling, David Johnston, Peter Baxter, Bob Copeland, Brenda Hallorhan, Peter Braid, Carl Zehr and John Milloy as proof of benefit to Swim Ontario and existing member clubs. Club Warriors not only offers a venue for its young membership to swim, but further, figures in the vision of growth of the region’s university and local communities. The beneficiaries of the growth momentum that a new Swim Ontario affiliate in Waterloo brings, extend well beyond the existence of Club Warriors.

**2009-2010 Swimmer Performance**

In 2009-2010, swimmers training with Club Warriors competed in many competitions in the United States as members of Michigan’s Club Wolverine. This arrangement is in accordance with FINA rules for swimmers registering with two jurisdictions, and was reviewed and approved by USA Swimming and Michigan Swimming. Club Warriors currently offers its members the opportunity to compete as Wolverines in Michigan, USA, providing valuable experience at competitive meets, while training with Club Warriors at the University of Waterloo.

The Club Warrior swimmers have performed at a very high level. Of the 25 competitive swimmers, many have performed at a level high enough to rank in the top 50 in Canada based on current yard to short course meter conversions. As of March 31, 2010 the following table represents individual event placements in Canadian Short Course single age rankings:

- **Top 10* in Canada**: 9 (Not including four top 10 relay placements)
- **Top 25 in Canada**: 11 (20 including all top 10s)
Top 50 in Canada: 19 (39 including all top 25s)

*The following is a breakdown of our TOP 10 rankings:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Age</th>
<th>Gender</th>
<th>Event</th>
<th>Actual Time (Yards)</th>
<th>Conversion Time (meter equivalent)</th>
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<tbody>
<tr>
<td>4</td>
<td>10</td>
<td>Female</td>
<td>50 Back</td>
<td>32.31</td>
<td>36.06</td>
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<tr>
<td>4</td>
<td>13-14</td>
<td>Female</td>
<td>800 F.R.</td>
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<tr>
<td>5</td>
<td>12</td>
<td>Female</td>
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<td>1:02.23</td>
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The affiliation of Club Warriors with Swim Ontario benefits swimming in Canada and Ontario on a national, provincial and local level, by having swimmers at this competitive level appear as new registered Swim Ontario swimmers.

**Benefits of Adding CW Swimmers to Swim Ontario Roster**

With the goal of enhancing Canada’s position as a global leader in high performance swimming and development, SNC draws from and enhances the talent nurtured by its 10 provincial sections. With achievement at the national level premised upon the success of the provincial organizations, SNC is deeply vested in their ability to effectively identify, support and retain talent. The size of SNC’s talent pool increases in direct relation to these abilities. Each provincial organization is responsible both to the SNC and the clubs within its province. Each has as a general mandate to oversee competitions and recreational programming in their respective provinces. The success of Provincial organizations is intimately connected to the Club level where Canadian youngsters are first introduced to competitive swimming. Thus, clubs that successfully engage participants, promote the sport and its lifelong benefits, identify and nurture talent through programs and competitions, and represent swimming positively within their local communities contribute to the success of swimming at all levels.

Swim Ontario’s success is directly related to the success of its grassroots membership.

CW represents a choice for competitive swimmers across age groups in a large and rapidly growing region of Ontario – the cities of Kitchener-Waterloo now have over 350,000 residents, the Region of Waterloo boasts over 500,000 people and the Region has experienced over 8% growth in the last 5 years alone. By providing a new swim club based at the University of Waterloo, CW as an affiliated club would provide Swim Ontario swimmers access to this new water – previously, Swim Ontario did not have access to the UW pool facilities as UW did not have a resident age group competitive swim club. We
anticipate that the existence of CW as an affiliated Swim Ontario club will directly benefit other regional swim clubs by providing incentive to provide higher levels of excellence in programs and results. The creation of choice is a fundamental benefit to the sport of swimming in Ontario and consistent with the objectives of Swim Ontario’s New Club Affiliation Policy.

CW now has approximately 70 swimmers. As this is now the second year of operation for the club, by joining Swim Ontario, CW would add these swimmers to the ranks of Swim Ontario.

**Benefits to University of Waterloo Varsity Swimming**

Club Warriors will directly benefit the University of Waterloo’s Warrior Varsity Swim Team. Recognized successful intercollegiate swimming programs are those that have adopted a model of age group club affiliation. CW will provide opportunities for Warrior varsity swimmers to register with their affiliated age group club thus extending their swim season. CW, as a Swim Ontario affiliate, will provide opportunities for UW to better support the development of younger competitive swimmers and to increase the local pool of talent from which it will recruit. Further, the partnership between CW and the University of Waterloo’s Varsity Swim program supports Swim Ontario’s 2012 Strategic Goal of increasing senior swimmer retention through the promotion of Ontario Universities to club swimmers and should assist in increasing the number of Ontario produced swimmers staying in Ontario.

**Benefits to Community**

The following is a brief overview of the community events to which Club Warriors has shown commitment. This commitment not only benefits its membership and broader community, but also serves to raise the profile and enhance the image of competitive swimming in the Region of Waterloo, the Province of Ontario, and Canada.

- **Terry Fox Run – Annual Event**
  - The beginning of every season is marked with CW’s participation in the Annual Terry Fox Run (Marathon of Hope).

- **Annual Swim-a-thon**
  - Club Warriors (Waterloo Rapids, as it then was) held its first annual swim-a-thon in May, 2009. Competitive swimmers swam 200 lengths of the pool, and novice swimmers swam 200 widths. It was an amazing morning, with a pool full of swimmers and supporters all cheering them on. It truly showcased the spirit of the club. From swimmers who completed the event on a flutter board and had never swum that far before in their young lives, to the athletes who swam the distance for time, everyone finished the day with a smile on their face. As a true show of club spirit it was followed by an awesome club breakfast hosted on the campus at the local restaurant. Another example of the partnerships that make this club so strong. Over $8,000 was raised by over 40 participants to help our club purchase a club record board. We held our 2010 swim-a-thon on May 1st, to raise money for state-of-the-art training equipment.
Additional Community Events

CW provides opportunities for its membership to participate in various volunteer events throughout the season but which are not necessarily annual Club events. Recently,

- 2009 and 2010 Re-Fridgee-Eighter Run in support of the Juvenile Diabetes Research Foundation. Members assist at water stations or as directed.
- May 2009 Victoria’s Duathalon race (Subaru Triathalon Series). CW Members collected trash along run course and were expressly commended for their work.

Club Warriors believes that as a member of Swim Ontario, it can contribute positively to Swim Ontario, to the local community and to amateur swimming in Canada. The following are a few ways in which we believe that we can make a contribution:

a. Although there are a number of quality clubs in the Region and in the Province, we believe that the unique features of Club Warriors (including its size, its coaching styles, the strength of its board, the pride and support of its existing members) make it an attractive alternative for new swimmers.

b. Club Warriors’ affiliation with UW has a dual positive effect. The support that the club has received and continues to receive from UW contributes to its success. Also, by playing an integral role in UW’s development strategy, CW is assisting the University with the improvement of its swimming program. The success of both Club Warriors and UW’s varsity team has positive effects for swimming in the region and beyond.

c. Club Warriors is proud of the fact that we are, in fact, currently attracting new swimmers to the sport. Since inception, CW has almost doubled in size as a result of new swimmers to the sport and we are projecting ongoing growth into the future.

Affiliation Fee

Enclosed please find Affiliation fee in the amount of $105.00, per Swim Ontario fee structure (amount confirmed by Heather Dwinnell, April 21, 2010).
Appendix A: Pool Depth Certificate
POOL DEPTH CERTIFICATE

POOL NAME: University of Waterloo

POOL ADDRESS: 200 University Ave. W., NAC 351

POSTAL CODE: N2L 3G1

TELEPHONE NUMBER: (519) 888-4587 X35234

This is to certify that the aforementioned swimming pool conforms with requirements as stated in the S10C Rule Book, Facilities Section:

A minimum depth of 1.2 metres (3.95 feet) in pools constructed after December 31, 2008, extending from 1 metre to 5 metres (6 feet in pools constructed after December 31, 2008) from the wall or wall where starting platforms are installed, shall apply.

The actual minimum depth, measured from the water level under normal competitive operating conditions to the bottom of the pool across the entire width of the pool at the

swimming block end, was determined to be 1.20 metres. The depth at 5m (16 feet) in new pools after December 31, 2008) from the wall at which blocks are installed was determined to be 1.36 metres. The depth at the pool end was determined to be 1.36 metres.

Where blocks are installed on the pool deck (5m pools), the depth at the 15 meter mark was determined to be __________ metres: NA

This pool is _X_ not ___ used for "sanctioned" competitions.

This pool is ___ not ___ used for "non-conformally sanctioned" competitions (YES only).

Certified by Pool Manager:

Signature: [Signature]

Date: [Date]

Please provide name and position/title:

REBECCA BORN

NAME

ANATOLI KSIERNOWSKI

POSITION/TITLE
Appendix B: Proof of Incorporation

**NB:** Formalities relating to CW’s name change application have been undertaken. Amended letters patent with new name not available at this time. (The Board and the membership have voted to approve the club name change.)
APPLICATION FOR INCORPORATION OF A CORPORATION WITHOUT SHARE CAPITAL

1. The name of the corporation is: (Set out in BLOCK CAPITAL LETTERS)
   Dénomination sociale de la société : (Écrire en LETTRES MAJUSCULES SEULEMENT)
   
   WATERLOO RAPID SWIMMERS @ UNIV

2. The address of the head office of the corporation is:
   Adresse du siège social:
   
   1 First Canadian Place, Suite 3400
   Toronto, Ontario M5X 1A4

3. The applicants who are to be the first directors of the corporation are:
   
   Cosimo Fiorenza
   1 First Canadian Place, Suite 3400
   Toronto, Ontario M5X 1A4

   Bernard Morris
   1 First Canadian Place, Suite 3400
   Toronto, Ontario M5X 1A4

   Robert Fabes
   1 First Canadian Place, Suite 3400
   Toronto, Ontario M5X 1A4
4. The objects for which the corporation is incorporated are:
   Objets pour lesquels la personne morale est constituée:

   (a) to operate a year-round competitive swimming program on the campus of the
       University of Waterloo and elsewhere which will enable the youth of the Region of
       Waterloo to progress from its learn-to-swim programs to its competitive swimming
       programs;

   (b) to develop competitive swimming excellence in its athletes, while maintaining a focus
       on scholarship, character, community, and commitment;

   (c) to provide opportunities for all children eligible for membership to engage in the
       lifetime sport of swimming from learn-to-swim programs through to preparation for
       national/international competition irrespective of race, ethnicity, place of origin, family
       circumstance, religion, ability, sex, gender expression or sexual orientation;

   (d) to provide opportunities for educational development, positive social interaction and
       civic engagement; and

   (e) to provide said opportunities through a governance structure that is premised upon
       equity, accountability, and transparency;

and for such other complimentary purposes not inconsistent with these objects.
5. The special provisions are:
   *Dispositions particulières:*

   The corporation shall be carried on without the purpose of gain for its members, and any profits or other accretions to the corporation shall be used in promoting its objects.

   *La personne morale doit exercer ses activités sans rechercher de gain pécuniaire pour ses membres, et tout bénéfice ou tout accroissement de l'actif de la personne morale doit être utilisé pour promouvoir ses objets.*
6. The names and address for service of the applicants:

<table>
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<th>Name</th>
<th>Address for service, giving Street &amp; No. or R.R. No., Municipality, Province, Country and Postal Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cosimo Fiorenza</td>
<td>1 First Canadian Place, Suite 3400, Toronto, Ontario M5X 1A4</td>
</tr>
<tr>
<td>Bernard Morris</td>
<td>1 First Canadian Place, Suite 3400, Toronto, Ontario M5X 1A4</td>
</tr>
<tr>
<td>Robert Fabes</td>
<td>1 First Canadian Place, Suite 3400, Toronto, Ontario M5X 1A4</td>
</tr>
</tbody>
</table>

This application is executed in duplicate.
La présente requête est faite en double exemplaire.

Signature of applicants
Signature des requérants

COSIMO FIORENZA

BERNARD MORRIS

ROBERT FABES
Appendix C: By-Laws of the Club Warrior Swimmers @ UW.

**NOTE:** The attached By-Laws of the Club Warrior Swimmers @ UW will be revised once the club is affiliated with Swim Ontario. As stated in this Application the By-Laws will confirm that Club Warriors will affiliate and operate one Club and in one Region only and will confirm that Club Warriors shall adopt the rules and regulations of Swim Ontario and Swimming Canada. Also, item Affiliations Section item d) as stated in the Amended and Restated November 2009 will be deleted.
By-Laws of the
Club Warrior Swimmers @ UW

Club Warrior Swimmers @ UW is dedicated to developing competitive swimming excellence in its athletes, while maintaining a focus on character and community.

Amended and Restated November 2009

**NOTE:** The attached By-Laws of the Club Warrior Swimmers @ UW will be revised once the club is affiliated with Swim Ontario. As stated in this Application the By-Laws will confirm that Club Warriors will affiliate and operate one Club and in one Region only and will confirm that Club Warriors shall adopt the rules and regulations of Swim Ontario and Swimming Canada. Also, item Affiliations Section item d) as stated in the Amended and Restated November 2009 will be deleted.
PURPOSE
The purpose of the Club Warrior Swimmers @ UW (CW) By-Laws is to establish the CW mission, set standards for swim club membership, provide organizational structure, establish membership and general responsibilities for the CW Board of Directors (BOD), and to provide general guidance on how to conduct CW and CW BOD business. Additionally, procedures for making changes to these By-Laws are established.

NAME, HEAD OFFICE AND SEAL
a) The name of the Corporation shall be the Club Warrior Swimmers @ UW (CW), hereinafter referred to as the CW or the Club.

b) The Head Office of the CW shall be in the City of Waterloo, in the Province of Ontario and at such a place therein as the Directors may from time to time determine.

c) The CW shall have a corporate seal, an impression of which is stamped in the margin of this document.

AFFILIATIONS
The CW shall have the following affiliations:

a) The CW shall maintain, if circumstances permit, a partnership with Swim Ontario which furthers the purpose of the CW and recognizes Swimming Canada (SNC) as the national governing body of swimming in Canada.

b) The CW shall adopt the rules and regulations of Swim Ontario and Swimming Canada (SNC) except as modified by the CW By-Laws, the BOD or any rules and regulations adopted by the CW.

c) The CW shall maintain a relationship with the University of Waterloo which furthers the purpose of the CW.

d) The CW may establish additional affiliations which may serve to further the purpose of the CW.

PURPOSE, MISSION, AND OBJECTIVES
The purpose, mission and objectives of the CW shall be:

a) The purpose of the CW is to operate as a year-round competitive swimming program on the campus of the University of Waterloo and elsewhere, which will enable the youth of the Region of Waterloo to progress from its learn-to-swim programs to its competitive swimming programs permitting eligible swimmers to compete at local, regional, provincial, national and international levels. CW will also engage in activities which are related to the furtherance of its principal purpose.

b) CW’s mission shall be: CW is dedicated to developing competitive swimming excellence in its athletes, while maintaining a focus on character and community.

c) CW’s objectives shall include the following:

i. To provide opportunities for all youth eligible for membership to engage in the lifetime sport of swimming from learn-to-swim programs through to preparation for national/international
competition irrespective of race, ethnicity, place of origin, family circumstance, religion, ability, sex, gender expression or sexual orientation.

ii. To provide opportunities for educational development, positive social interaction and civic engagement.

iii. To provide said opportunities through a governance structure that is premised upon equity, accountability, and transparency.

**CW MEMBERSHIP**

There are 2 categories of CW membership which are:

a) Voting Members:

i. To initiate voting member status, a family unit, or a person acting in loco parentis, who has one or more swimmers enrolled in the CW’s competitive swim program must first give written consent to abide by and honour the CW’s rules and obligations and financial commitments that are established by the BOD from time to time.

ii. Further, no family unit member, or person acting in loco parentis, shall be a member of the CW unless she/he has submitted a completed CW registration documents and fees in accordance with each year's registration package and she/he remains up to date with fee payments.

iii. Having satisfied the above, each swimmer shall be entitled to one membership and each family unit, or person acting in loco parentis, of legal age who shall be entitled to receive notices, attend at and vote at general membership meetings of the CW.

iv. Subject to e. below, a total of one vote per membership may be cast at any meeting of members.

v. Every member in good standing 18 years of age or over shall be entitled to receive notice of and vote at every general or special meeting of the membership either personally or by proxy, provided that each individual member may hold no more than five proxies.

vi. A voting membership is not transferable or assignable.

b) Honorary Members:

i. From time to time, the BOD may admit for life or for a lesser term, as an Honorary Member, a person who in the opinion of the BOD has made an outstanding contribution to the development of the CW.

ii. An Honorary Membership may be terminated by resolution of the BOD at any time and for any reason.

iii. Resignation of membership shall be effective upon acceptance thereof by the BOD.

iv. Honorary member shall not be liable for the membership dues, assessments and similar obligations that are levied from time to time (unless she/he has a swimmer in the CW) but shall be considered the same as a voting member for the purpose of receiving notices of meetings and voting thereat and for the purposes of this by-law.

**Resignation/Suspension/Expulsion of Member:**
a) In case of resignation or death, a voting or honorary membership automatically terminates however a voting member shall remain liable for payment of any assessment or other sum levied or which became payable by her/him to the CW prior to the acceptance of her/his resignation.

b) A voting membership automatically terminates if an assessment or other sum levied or which became payable by her/him remains unpaid for more than sixty days after notice of default has been given to the member.

c) A voting membership may be suspended or revoked for cause by a vote of 75% majority of the BOD present at a meeting at which the member being challenged has a right to attend. Cause shall include conduct that, in the opinion of the BOD, is not in the best interests of the club or detrimental to its reputation. Said member shall remain liable for payment of any assessment or other sum levied or which became payable by her/him to the CW prior to the date of expulsion as applicable.

Fees:

a) The BOD shall determine the voting membership dues, assessments and similar obligations (“assessments”) payable upon registration and the acceptable methods of payment for same.

b) Assessments may only be levied if authorized by:

i. a majority of the members of the BOD present at a meeting, notice of which included notice of intention to seek such authority, and

ii. ratified by a majority of the members present at an AGM or Special Meeting, notice of which included notice of intention to seek such ratification.

c) The assessments referred to in the preceding by-law shall be in respect of each swim year (September 1 to August 31) that the swimmer participates in the swimming program of CW.

d) Assessments properly levied by the Club on swimmers’ account are payable within thirty days. If the fees remain unpaid thirty days after they are due, and if the member does not seek assistance and the debt remains unpaid for an additional thirty days, the financially delinquent member automatically ceases to be a member of the Club, but remains liable for all such debts. The member may be reinstated once the unpaid balance is paid in full.

e) Upon the receipt by the CW notice in writing from the family unit designate, or person acting in loco parentis, that the members they are responsible for are withdrawing from the CW, assessments paid by such withdrawing members will be reimbursed pro rata for the remainder of the swim club year calculated from the next month following the month in which notice was received.

MEETINGS

Annual General Meeting (AGM):

a) The Annual General Meeting (AGM) of the CW shall be held in November on a date to be fixed by the Board of Directors.

b) The Secretary shall cause each member in good standing to be notified of the time and place of such annual meeting through email to the address provided by the member in good standing as well as post notice through whatever means available to the CW as determined by the BOD.
c) Regular meetings of the CW shall be held in the City of Waterloo, in the Province of Ontario and at such a place therein as the BOD may from time to time determine.

d) The presence, in person or by proxy, of not less than 20% of the members and the presence in person of 50% of the BOD shall constitute a quorum and shall be necessary to conduct the business of CW; but a lesser percentage may adjourn the meeting for a period of not more than thirty day from the date scheduled by these By-Laws and the Secretary shall cause a notice of this scheduled meeting to be sent to all those members who were not present at the meeting originally called. A quorum as herein before set forth shall be required at any adjourned meeting.

e) Order of Business

   i. Reading of the Minutes from the preceding AGM

   ii. Reports of Committees

   iii. Reports of Officers

   iv. Report of Head Coach

   v. Old and Unfinished Business

   vi. New Business

   vii. Adjournments

Special Membership Meetings:

   a) Special meetings of the CW may be called, by the President or 50% of the Officers, as deemed in the best interest of the CW.

   b) Notices of such meeting shall be sent through email to the address provided by members in good standing as well as notices posted through whatever means available to the CW as determined by the BOD at least five days before the scheduled date set for such a special meeting.

   c) Such notice shall state the reasons that such meeting has been called, the business to be transacted at such meeting and by whom it was called.

   d) No other business but that specified in the notice may be transacted at such a special meeting without the unanimous consent of all present at such meeting.

   e) In the case of a matter requiring immediate attention a special meeting can be called with less notice; the requirement to email notice to members in good standing shall not be waived for such special meetings, even in the event that the business to be transacted shall be entirely in camera.

Regular BOD meetings:

   a) Meetings of the BOD shall be held monthly, during the first week of the month and on a day to be agreed to by the Board, or as frequently as necessary to conduct the business of the CW.

   b) Seventy-five (75%) percent of the members of the BOD shall constitute a quorum.

   c) The meetings of the BOD may be held at any time at such place or places as determined by the Directors. Formal notice of meetings shall be delivered by mail, email, fax or telephone to each Director not less than forty eight hours before the meeting is to be held unless all Directors consent in writing. The Directors
may consider or transact any business, either special or general at any properly constituted meeting of the BOD.

d) Meetings of the BOD and of the Executive Committee (if any) may be held either at the head office or any other place. A meeting of the Directors may be convened by the President or a majority of Directors at any time.

e) Notice of regular BOD meetings shall be posted through whatever means available to CW or by email to the address provided by members in good standing at least three days before the scheduled date of the meeting.

f) Meetings of the BOD shall be open to the membership with the following limitations:
   i. they may address the meeting and ask any questions,
   ii. they are not permitted to move or second motions, nor do they have any rights to interpret, challenge or vote, and
   iii. they may be excused from the meeting at the request of the BOD.

Special BOD Meetings:

a) Special meetings of the BOD may be called, by the President or 75% of the BOD, as deemed in the best interest of the CW.

b) Notices of such meeting shall be sent through email to the address provided by members in good standing as well as notices posted through whatever means available to the CW as determined by the BOD at least five days before the scheduled date set for such a special meeting.

c) Such notice shall state the reasons that such meeting has been called, the business to be transacted at such meeting and by whom it was called.

d) No other business but that specified in the notice may be transacted at such a special meeting without the unanimous consent of all present at such meeting.

e) In the case of a matter requiring immediate attention a special meeting can be called with less notice; the requirement to email notice to members in good standing shall not be waived for such special meetings, even in the event that the business to be transacted shall be entirely in camera.

VOTING

a) At all meetings, except for the election of Directors, all votes shall be by a show of hands unless the majority of eligible voters present demand a vote by ballot.

b) For election of Directors, ballots shall be provided and there shall not appear any place on such ballot that might tend to indicate the person who cast such ballot.

   i. Where the number of candidates nominated is equal to or less than the number of BOD positions to be filled, the Secretary of the meeting shall cast a single ballot electing the number of candidates for the BOD.

c) At any regular or special meeting of the BOD, if a majority so requires, any question may be voted upon in the manner and style provided for election of Directors.
d) At all votes by ballot, the President shall, prior to the commencement of balloting, appoint a committee of three who shall act as “Inspectors of Election”.

i. Inspectors of Election shall, at the conclusion of such balloting, certify in writing to the President the results and the certified copy shall be physically affixed in the minute book to the minutes of the meeting.

ii. The ballots may be destroyed after a carried motion calling for their destruction.

iii. No “Inspector of Election” shall be a candidate for office or shall be personally interested in the question voted upon.

e) Proxies:

i. Every member entitled to vote at meetings of members may by means of a proxy appoint another voting member as her/his nominee, to attend and act at the meeting in the manner, to the extent and with the power conferred by the proxy.

ii. A proxy shall be in writing, shall be executed by the member entitled to vote or her/his attorney authorized in writing.

iii. Subject to the requirements of the Corporations Act, a proxy may be in such form as the BOD from time to time prescribes or in such other form as the Chair of the meeting may accept as sufficient, and shall be deposited with the secretary of the meeting before any vote is called under its authority, or at such earlier time and in such manner as the BOD may prescribe.

f) Unless otherwise required by the provisions of the Corporations Act or the by-laws of the CW, all questions proposed for consideration at a membership meeting shall be determined by a majority of votes cast by members entitled to vote. In the case of an equality of votes, the President has a casting vote.

g) Questions arising at any meeting of directors shall be decided by a majority of votes. The President shall vote only in the case of an equality of votes.

GOVERNANCE OF THE CW

The Board of Directors (BOD):

a) The business of the CW shall be managed by the BOD consisting of not less than three (3) members in good standing, which number shall be fixed from time to time by special resolution.

b) At each AGM a number of Directors equal to the number of Directors retiring shall be elected for staggered terms of two years by and from among the members eligible to vote and hold office. The election shall be by ballot. Those so elected will begin their term commencing the first Monday of December each and every year except if such day be a legal holiday, then and in that event, the BOD shall fix the day but it shall not be more than two weeks from the date fixed by these By-Laws.

c) No person shall be qualified for election as a Director if they

i. are not a member,

ii. are less than eighteen years of age,

iii. are currently of unsound mind and have been so found by a court in Canada or elsewhere,
iv. have been convicted of an offence for which they have not received a pardon (however, a criminal record does not automatically preclude any person from holding an elected position provided the offence does not present a security risk, safety risk or potential conflict of interest, but is subject to the BOD approval),

v. are not a member in good standing,

vi. have the status of bankruptcy, or

vii. have a child, or a person to who he/she is acting in loco parentis, registered as a swimmer at another Ontario swim club.

d) No person may continue in a BOD position past 90 days if during that time they have failed to produce an Ontario Police Check.

e) In the event a Director’s child withdraws or leaves CW for any reason, the Director may, with the approval of the Board, continue to act as a Director for up to one year after the child leaves.

f) Members of the BOD will be allowed to serve a maximum of two consecutive terms.

g) Each family shall be limited to one adult member on the BOD at any time.

h) Candidates for the BOD shall include:

i. the slate of candidates for the BOD proposed by the Nominating Committee, or if there is no Nominating Committee, by the Executive Committee, and

ii. persons whose names are put in nomination by any member entitled to vote, such nomination to be signed by three voting members in good standing.

i) The responsibilities of Directors shall be (in addition to any responsibilities a Director shall have as an Officer) the following:

i. to attend meetings of the BOD and of the membership that are called from time to time,

ii. to be prepared and informed for such meetings,

iii. to act honestly, in good faith and in the best interests of the CW at all times and place this duty before personal interest,

iv. to be familiar with the Letters Patent, the By-Laws, Policies and Procedures of the CW,

v. to respect the confidentiality of matters considered by the BOD coming to their notice or attention as Directors which are of a confidential or private nature,

vi. to perform any specific duties which may be assigned by the BOD, and

vii. to ensure that all necessary books and records of the CW required by the By-Laws of the CW or any applicable statue are regularly and properly kept.

j) The BOD shall have the control and management of the affairs and business of the CW. Such a BOD shall only act in the name of the CW when it shall be convened by its President or 75% of the BOD after due notice to all the Directors of such meeting.

k) Each Director shall have one vote and such voting may not be done by proxy.
l) The BOD may make such rules and regulations covering its meetings as it may in its discretion determine necessary while not contravening the By-Laws.

m) Vacancies in the BOD shall be filled by a vote of the majority of the remaining members of the BOD for the balance of the year.

n) A Director may be removed from office:
   
i. by a resolution of the membership, passed by at least two thirds of the votes cast at a special, general or annual meeting, prior to the expiration of his/her term,

   ii. by a 75% majority of votes cast at a BOD meeting

   iii. automatic forfeiture as a result of absent without BOD authorization (written notice to the Secretary) from three BOD meetings in a twelve month period without in the opinion of the BOD having reasonable cause and therefore fails to perform the duties allotted to them as a BOD member,

o) The BOD shall in the case of resignation, death, incapacity or removal of any director declares the office vacant and either appoints another person to fill the position or leave it vacant until the first general or next AGM is called.

p) No member of the BOD or Officer of the CW shall for reason of position be entitled to receive any salary or compensation, nor shall any Director or Officer receive compensation from the organization for duties other than as a Director or Officer.

q) The BOD shall hire and fix the compensation of any and all employees, including the Head Coach, which they in their discretion may determine to be necessary for the conduct of the business of the CW. The BOD may also, in their sole discretion, terminate any employee.

The Executive/Officers:

a) There shall be a President and a Secretary elected by the BOD from among their number at their first meeting after the annual election of such BOD, provided that in default of such election the then incumbents, being members of the BOD, shall hold office until their successors are elected. The BOD may by resolution, from time to time, elect such other individuals to such offices with such duties as may be created by the BOD, provided, however, that a Chair of the BOD may only be authorized by special resolution.

b) The BOD may by resolution establish from its members an Executive Committee:

   i. Each member of the Executive Committee shall serve during the pleasure of the BOD and, in any event, only so long as she/he shall be a Director.

   ii. The BOD may fill vacancies in the Executive Committee by election from among its number. If and whenever a vacancy shall exist in the Executive Committee, the remaining members may exercise all its powers so long as a quorum remains in office.

   iii. During the intervals between the meetings of the BOD, the Executive Committee shall possess and may exercise (subject to any regulations which the BOD may from time to time impose) all the powers of the BOD in the management direction of the affairs and business of the club in such manner as the Executive Committee shall deem appropriate for the best interests of the CW in all cases in which specific directions shall not have been given by the BOD.
iv. Subject to any regulations imposed from time to time by the BOD, the Executive Committee shall have power to fix its quorum at not less than a majority of its members and may fix its own rules of procedure from time to time.

v. The Executive Committee shall keep minutes of its meetings in which shall be recorded all action taken by its, and at least a summary thereof shall be submitted to the BOD at its next meeting.

c) The President shall:

i. preside at all membership meetings and chair all meetings of the BOD and the Executive Committee or appoint a delegate to chair BOD meetings.

ii. present at each AGM an annual report of the work of the CW.

iii. establish all committees, temporary or permanent.

iv. see all books, reports and certificates required by law are properly kept or filed.

v. participate as per her/his office in the annual written performance evaluation of the Head Coach.

vi. supervise the affairs and operations of the CW and sign all documents requiring its signature.

vii. have such powers as may be reasonably construed as belonging to the Chief Executive of any organization.

d) The Secretary shall:

i. maintain the seal of the CW and all minutes, records, correspondence and documents of the CW in appropriate books.

ii. be responsible for recording all facts and minutes of proceeding of membership, BOD and Executive meetings in the books kept for such purpose.

iii. prepare the minutes of membership meetings so that they are available to the membership no later than two weeks post meeting.

iv. prepare the minutes of BOD’s meeting so that they are available to the membership no later than two weeks after the next BOD meeting or after BOD approval of such minutes, whichever occurs first.

v. prepare the minutes of Executive meetings so that they are available to present to the BOD at the next regularly scheduled BOD meeting.

vi. file any certificates required by any statute, federal or provincial.

vii. give and serve all notices to members of the CW.

viii. present to the membership at any meeting any relevant communication addressed to either the Secretary of the CW or the CW generally.

ix. submit to the BOD any communications addressed to the Secretary of the CW or the CW generally.

x. participate as per her/his office in the Executive Committee’s annual written performance evaluation of the Head Coach.
xi. attend to all correspondence of the CW and shall exercise all duties incident to the office of the Secretary.

Committees:

a) Except as otherwise provided by By-Laws of the CW, all committees other than the Executive Committee are subject to the following:

i. the Chair and members shall be appointed by the Executive Committee, if any, otherwise by the BOD from among the voting members of the CW for a term of one year, and may be re-appointed for one or more additional terms of one year,

ii. the Committee shall meet at least annually, and more frequently at the will of its Chair or as required by its terms of reference, and as requested by the Executive Committee,

iii. the Committee shall be responsible to, and report after each meeting to the Executive Committee (or if none, the BOD),

iv. the Committee may establish its own rule of procedure and may appoint subcommittees.

b) There may be the following Standing Committees:

i. Communications Committee shall:
   a. Manage both internal and external CW communication including the website.

ii. Nominating Committee shall:
   a. prepare a slate of one or more candidates for BOD positions which either are or will be vacant and for which an election is to be held at or after the annual meeting,
   
   b. accept any addition written nominations for BOD positions seven days prior to the holding of annual elections,

   c. make recommendations to the BOD names of persons to fill vacancies on the BOD or on committees that occur throughout the year

iii. Administration Committee shall:

   a. at appropriate periodic intervals review and recommend to the Executive committee, if any, and if none, to the BOD, the adoption of suitable policies for the use of the CW in relation to its employees, office administration and equipment, and the timely dissemination of relevant information regarding the club’s affairs to the membership at large.

iv. Swim Meet Committee shall:

   a. include a Meet Chairman and an Official Chairman.

   b. organize, develop and implement both swim meets and officiälling needs (including all aspects of training).

v. Fundraising Committee shall:

   a. organize, develop and oversee suitable policies and programs to raise funds throughout the year as well as through an annual sponsored swim (swim-a-thon).
vi. Community Involvement Committee shall:
   a. identify, organize and promote at least 3 opportunities for the CW to contribute to the greater community annually.

vii. Social Committee shall:
   a. promote team spirit and comradeship among team members through the organization and promotion of social events.

viii. Travel Committee shall:
   a. be responsible for revisions and review of all policies relating to CW athlete travel.
   b. be responsible for overseeing the organization of any variant of team travel.

ix. Volunteer Points Committee shall:
   a. maintain records of volunteers as outlined in the “Worker Responsibility Policy”.
   b. enforce the “Worker Responsibility Policy” and fine those families not in accordance with the “Worker Responsibility Policy”.
   c. review and recommend changes to the “Worker Responsibility Policy”.

x. Finance Committee shall:
   a. at appropriate periodic intervals review and recommend to the Executive Committee, if any and if none, to the BOD, the adoption of suitable financial policies to keep the CW solvent and a viable entity.
   b. administer all policies in respect of financial matters and economic direction.

xi. Discipline Committee shall:
   a. be appointed by the Executive Committee and shall consist of at least five members.
   b. recuse themselves from any committee-level discussion in which they have a conflict of interest.

c) From time to time by resolution the BOD may combine the work of two or more Standing Committees under such name as the BOD shall select and may permit any Standing Committee to be inactive.

d) There may be such Ad Hoc Committees and for such purposes as the BOD or the Executive Committee (if any) may determine from time to time by resolution. The existence of each such Ad Hoc Committee shall be terminated automatically upon:
   i. the delivery of its report;
   ii. the completion of its assigned task;
   iii. a resolution of the BOD or Executive Committee by which it was constituted.

PROTECTION OF DIRECTORS AND OFFICERS

Indemnities to Directors:
e) Every Director and Officer of the CW and her/his heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times, be indemnified and saved harmless, out of the funds of the Club, from and against:

i. all costs, charges and expenses whatsoever which about any action, suit or proceeding which is brought, commenced or prosecuted against her/him for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by her/him in or about the execution of the duties of her/his office; and

ii. all other costs, charges and expenses which her/he sustains or incurs in or about or in relation to the affairs thereof. Except that this provision does not apply to indemnify against acts of wilful neglect or default or acts of bad faith and breach of trust.

Protection of Directors and Officers:

f) No directors or officers of the CW shall be liable for the acts, receipts, neglects or defaults of any other Director or Officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the CW through the insufficiency or deficiency of title to any property acquired by the CW or for or on behalf of the CW or for the insufficiency of any security in or upon which any of the money of or belonging to the CW shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of his respective office or trust or in relation thereto.

g) Except that this provision does not protect against acts of wilful neglect or default or acts of bad faith and breach of trust.

Responsibility for Acts:

h) The Directors for the time being of the CW shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the CW, except such as shall have been submitted to and authorized or approved by the BOD.

i) The CW shall, at all times, carry and maintain Directors liability insurance sufficient to protect each of them from any liability arising from the exercise of the duties of office.

MANAGEMENT AND FINANCIAL MATTERS

Financial Year:

j) Until changed by resolution of the membership, the financial year shall end on the 31st day of July each year.

Financial Records and Books:

k) Maintenance of all financial records and books are the responsibility of the Treasurer, unless otherwise provided for by resolution of the BOD.

Cheques:

l) All cheques or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of CW shall be signed by any two Directors.
m) The endorsing of notes and cheques for deposit with CW's bankers for the credit of CW or the same may be endorsed "for collection" or "for deposit" with the bankers of CW by using CW's rubber stamp for the purpose.

n) The President so appointed may arrange, settle, balance and certify all books and accounts between CW and CW's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement of balances and release or verification slips.

Deposit of Securities for Safekeeping:

o) The securities of CW shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the BOD. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of CW signed by any two Directors.

p) The institutions which may be so selected as custodians of the BOD shall be fully protected in acting in accordance with the directions of the BOD and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

Borrowing Powers:

q) Any two Directors may from time to time, for the express use of CW:
   
i. borrow money on the credit of CW; or
   
ii. authorize any officer or employee of CW or any other person to make arrangements with reference to the moneys borrowed or to be borrowed as aforesaid and as to the terms and conditions of the loan thereof, and as to the securities to be given therefore, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any moneys borrowed or remaining due by CW as the officers may authorize, and generally to manage, transact and settle the borrowing of money by CW

Audit:

r) The membership at the AGM shall appoint one or more independent auditors for the CW.

s) The Auditor shall report to the membership at the next AGM on the annual financial statement.

t) The Auditor shall report to the BOD any improper or unauthorized transaction or noncompliance with this Bylaw, policy or rules adopted by the membership, BOD or Executive Committee.

Execution of Documents:

u) Contracts, documents or instruments in writing requiring the signature of the CW may be signed by any two Directors and all contracts, documents or instruments in writing so signed shall be binding upon the CW without any further authorization or formality. The Directors are authorized from time to time by resolution to appoint any officer or officers or any other person or persons on behalf of the CW either to sign contracts, documents or instruments in writing generally or to sign specific contracts, documents or instruments in writing.

v) The corporate seal of the CW may, when required, be affixed by any officer or director to contracts, documents or instruments in writing signed by him as aforesaid or by an officer or officers, person or person appointed as aforesaid by resolution of the BOD.
SPONSORSHIP

Only reputable individuals and organizations whose image product or services do not conflict with CW’s mission or values may be considered as sponsors. There is no obligation to accept any sponsorship offer. CW’s long-term reputation and credibility always takes precedence over short-term monetary needs.

REGISTER OF MEMBERS

a) A record of members shall be kept in which the names, alphabetically arranged, and the membership numbers, addresses and other such contact information as deemed necessary, and professions/employment of such members shall be recorded.

b) No member, or other person, entitled by law, shall make or cause to be made a list of any members except with the consent of the BOD.

NOTICES

a) Any notice (which term includes any communication or document) to be given, sent, delivered or served pursuant to the Act, the letters patent, the by-laws or otherwise to a member, director, officer or auditor shall be sufficiently given if delivered personally to the person to whom it is to be given, or if delivered to his recorded address, or if mailed to him at his recorded address by prepaid air or ordinary mail, or if sent to him at his recorded address by any means of prepaid transmitted or recorded communication or by email.

b) A notice so delivered shall be deemed to have been given when it is delivered personally or at the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch.

c) The Secretary may change or cause to be changed the recorded address of any member, Director, Officer or Auditor in accordance with any information believed by to be reliable.

OMISSIONS AND ERRORS

a) The accidental omission to give notice of any meeting of the BOD or members of the non-receipt of any notice by any Director or member or any error in any notice not affecting its substance does not invalidate any resolution passed or any proceedings taken at the meeting.

b) Any Director or member may at any time waive notice of any meeting and may ratify and approve any or all proceedings taken thereat.

AMENDMENTS TO / REPEAL OF BY-LAWS

a) These by-laws may be amended by resolution passed by two thirds of the voting members present at a meeting of the membership called for the purpose of considering such resolution.

b) The BOD shall prepare revisions to the by-laws as necessary, for ratification by membership. At least two-thirds of the eligible votes casts are necessary to effect a change.
c) Where inconsistent with this by-law, all prior by-laws, resolutions and other enactments of the CW hereto enacted or made are repealed; provided however that the repeal of prior by-laws, resolutions and other enactments shall not impair in any way the validity of any act or thing done pursuant to any such repealed by-law, resolution or other enactment.

**DISSOLUTION**

a) The CW may be terminated and dissolved upon the affirmative vote of at least two-thirds of all members entitled to vote.

b) In the event of such termination and dissolution, the BOD shall, after paying or making provision for the payment of all liabilities of the CW, make a determination for the further disposition of any additional assets or net worth of the CW.

**INTERPRETATION**

Interpretation In these by-laws and in all other by-laws of the Corporation thereafter passed, unless the context otherwise requires, words importing the singular number of the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and references to persons shall include firms and corporations.
Appendix D: Policies & Procedures
Waterloo Rapid Swimmers@University of Waterloo

TITLE: Hiring Practices- Coaching Staff

Authorization: Page 1 of 2
Date: August 2008

Developed By: Programs and Human Resources

Waterloo Rapids @UW is an equal opportunity employer and decisions related to hiring, promotion and job assignments are based on a person’s qualifications, ability and performance. This ensures equality of treatment and opportunity for all employees and potential candidates regardless of race, national origin, colour, religion, sex, citizenship, marital status, physical disability, sexual orientation or any other factor unrelated to job performance.

The Board of Directors is responsible for recruiting and hiring the Head Coach.

The Head Coach is responsible for recruiting and hiring the coaching staff. The Head Coach will ensure that potential staff is suitable for employment/contracting of their services. The Board must approve recruitment into newly created positions.

All positions will be made available internally to the Waterloo Rapids and/or externally.

PROCEDURE:

1. The Head Coach will decide whether to advertise externally and draft an appropriate advertisement. If the position is advertised externally the closing date will be at least ten (10) working days after the advertisement has been placed.

2. The Head Coach will arrange for interviews at times mutually convenient to the interviewing parties. The selection of the successful applicant is the responsibility of the Head Coach.

3. The candidate's coaching qualifications and other credentials will be verified prior to an offer of employment/contract.

4. At least three (3) references will be checked on any candidate and documented before an offer is made. References from someone who directly supervised the individual are preferred. Peers, co-workers, teachers etc. are acceptable as references if the applicant has a limited work history. A reference must be obtained from the candidate’s current employer (if applicable) prior to finalizing employment. A Vulnerable Sector Police Check must also be completed as a condition of hire.
5 All terms of employment for a candidate must be reviewed with the Director Programs and Human Resources, prior to a job confirmation being extended. The Head Coach will then contact the candidate to make the offer of employment/contract.

6 All applicants interviewed will be contacted verbally or in writing by the Head Coach, thanking them for their interest in Waterloo Rapid Swimmers @University of Waterloo.
Waterloo Rapids Swim Club

TITLE: Coaching Staff Education and Training

Authorization: #

Developed By: Programs and Human Resources

Date: January 2009

POLICY

The Waterloo Rapids Swim Club is committed to providing staff and volunteers with opportunities to advance their knowledge of the sport of swimming. Coaching staff is defined as paid or volunteer coaches, who are working with the athletes on or off the deck in a capacity designed to increase the swimmers expertise in the pool. Coaching staff are encouraged and supported to learn new and to improve upon coaching, technical, and other skills which will further the objectives of the Club and its programs.

In-service and training programs will be provided at the discretion of the Club and on the recommendation of the Head Coach in order to:

- Ensure Coaching staff have the necessary skills and knowledge to effectively and competently deliver the Club programs
- Comply with changes in Club, Swim Ontario or Swim Canada policies and practices.

PROCEDURE:

Coaching Staff and Volunteers

Coaching staff are expected to identify and discuss their individual training needs and goals with the Head Coach on an annual basis.

Coaching staff requests to attend training programs are to be submitted to the Head Coach prior to the start of the program or course. Approval for attendance at and fee reimbursement will be at the discretion of the Head Coach.

Coaching staff who are required to attend an in-service or training program or course will do so on their own time.

Upon successful completion of an in-service or training program consideration for reimbursement of registration fees will be as follows:
- Club mandated programs- 100% of registration fee
- Skill development programs i.e. NCCP Levels- up to 2/3 of the registration fee

Reimbursement for training programs will be based on the availability of funds.

**Head Coach**

The Head Coach is expected to review Coaching staff and personal training needs on an annual basis with the Director Programs and Human Resources.

The Head Coach will submit to the Director Programs and Human Resources his/her requests for attendance at and or fee reimbursement prior to the start of the program.
WATERLOO RAPID SWIMMERS@UNIVERSITY OF WATERLOO

TITLE: Salary Administration

Authorization: #

Developed By: Programs and Human Resources

Page 1 of 2

Date: March 2009

The Waterloo Rapid Swimmers@University of Waterloo is committed to applying a fair salary structure which is internally and externally competitive, equitable and that also recognizes and encourages individual performance.

SALARY STRUCTURE AND SALARY LEVELS

Waterloo Rapids@University of Waterloo strives to make sure that its compensation system is internally equitable and fair. To achieve this, Waterloo Rapids@University of Waterloo uses job evaluation to group related and comparable jobs. Every job is assigned a salary level by evaluating the position based upon the skills, efforts, responsibilities and working conditions required for the position.

For each salary level, there is a salary range. Ranges will be established and adjusted taking into consideration internal equity, market forces and other competitive and/or economic factors.

1. The Head Coach in conjunction with member(s) of the Board of Directors will be responsible for establishing, overseeing, monitoring and administering the job evaluation/salary administration program.

2. The Board member dealing with Human Resource issues will be responsible for recommending to the Board adjustments to salary ranges.

HIRING RATE

Individuals are paid within the range according to their experience, qualifications, level of performance and level of responsibility. The Head Coach, in conjunction with the board member(s), will establish the starting salary for new coaches at the appropriate salary level.
Factors to be considered in determining an individual's starting rate are: recent and applicable experience, qualifications of the candidate, the expectations of the candidate, NCCP level, and whether or not they are NCCP certified.

The salary range is as follows:

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<td>Skills Coach</td>
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**Probationary Period**

The Head Coach is responsible for ensuring that each Coach's position on the salary range reflects their performance on the job.

The Head Coach or designate will normally review a new coach’s performance after the coach has completed four months of employment.

Also, when a coach assumes a new position/role in the Club, a review will be completed within the first three months of assuming the position.

**PROGRESSION WITHIN A RANGE**

Waterloo Rapids @ UW is committed to annual salary adjustments to recognize a coach's contribution to the organization’s performance. A coach’s salary will progress within the salary range on an annual basis, provided the Coach's performance merits an increase. A merit increase will be granted (if warranted) when the annual performance appraisal has been completed.

**PROCEDURE:**

**Head Coach in conjunction with member of the board of directors**

1. Determine salary level, in conjunction with board member responsible for Human Resources, according to guidelines.
2. Make the verbal offer of employment/contract to the candidate.
3. Prepare and send written offer of employment/Contract.
4. Review the Coach’s performance prior to the completion of the probationary period using the standard performance management tool.
CLUB WARRIOR SWIMMERS @ UNIVERSITY OF WATERLOO

TITLE: Salary Administration #A

Date: pending

Developed By: The Board

Club Warrior Swimmers @ University of Waterloo ("the Club") is committed to applying a fair salary structure which is internally and externally competitive, equitable and that also recognizes and encourages individual performance.

SALARY STRUCTURE AND SALARY LEVELS

The Club strives to make sure that its compensation system is internally equitable and fair. To achieve this, the Club uses job evaluation to group related and comparable jobs. Every job is assigned a salary level by evaluating the position based upon the skills, efforts, responsibilities and working conditions required for the position.

For each salary level, there is a salary range. Ranges will be established and adjusted taking into consideration internal equity, market forces and other competitive and/or economic factors. See later section for specifics.

1. The Head Coach in conjunction with member(s) of the board of directors will be responsible for establishing, overseeing, monitoring and administering the job evaluation/salary administration program.

2. The board member dealing with Human Resource issues will be responsible for recommending to the Board adjustments to salary ranges.
REPLACEMENT COACHING

On the occasion that an hourly coach is not able to attend a practice, it is their responsibility to arrange a replacement coach. The Head Coach should be notified of all changes at least 48 hours before they occur. The replacement coach will submit their hours to the club, and the original coach will not submit.

Should a salaried coach wish to retain a replacement coach, this must be done with notification to the Director of Human Resources. If the replacement is necessary because the salaried employee will be conducting club business (for example, coaching at a meet or attending a meeting) the club will compensate both coaches. Should the salaried employee be absent for personal reasons, and the replacement coach be hourly, that hourly employee will be reimbursed by the club and the salaried employee shall take this time as vacation time. Vacation time may be applied for in minimum increments of 1/3 of a day.

In the case that a salaried employee replaces a salaried employee, this will be viewed as a simple switch with no compensation impact.

COMPETITION COMPENSATION

When coaches are expected to travel and coach outside of their regularly scheduled work, for example at a competition, they will be reimbursed appropriately.

Hourly coaches will submit a timesheet outlining the hours they spend on deck coaching at a meet. Salaried coaches' hours at competition are included in their annual salary calculation.

Automotive travel to the competition will be reimbursed at a rate of $.35 per km.

A daily meal per diem of $40 will apply.

Accommodation will be reimbursed.

The most cost efficient accommodation and means of transportation should be arranged.

HIRING RATE

Individuals are paid within the range according to their experience, qualifications, level of performance and level of responsibility. The Head Coach, in conjunction with the board member(s), will establish the starting salary for new coaches at the appropriate salary level.
Factors to be considered in determining an individual’s starting rate are: recent and applicable experience, qualifications of the candidate, the expectations of the candidate, NCCP level, and whether or not they are NCCP certified.

The salary range is as follows:

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</table>

**Probationary Period**

The Head Coach is responsible for ensuring that each Coach’s position on the salary range reflects their performance on the job.

The Head Coach or designate will normally review a new coach’s performance after the coach has completed four months of employment.

Also, when a coach assumes a new position/role in the Club, a review will be completed within the first three months of assuming the position.
PROGRESSION WITHIN A RANGE

The Club is committed to annual salary adjustments to recognize a coach’s contribution to the organization’s performance. A coach’s salary will progress from step to step within the salary range on an annual basis, provided the Coach’s performance merits an increase. A merit increase will be granted (if warranted) when the annual performance appraisal has been completed.

PROCEDURE:

Head Coach in conjunction with the board of directors will:

1. Determine salary level, in conjunction with board member responsible for Human Resources, according to guidelines.

2. Make the verbal offer of employment/contract to the candidate.

3. Prepare and send written offer of employment/Contract

4. Review the Coach’s performance prior to the completion of the probationary period using the standard performance management tool.
Appendix E: Additional Club Management Information
PIPEDA
Personal Information Protection & Electronic Documents Act (PIPEDA) – (Webbased)

Swim Ontario's Policy on Personal Information Protection & Electronic Documents Act
In order to expedite Club warriors' anticipated affiliation with Swim Ontario, acknowledgement of the following is a Swim Ontario prerequisite. Please read the information from Swim Ontario below and follow the link to the PIPEDA waiver.

Personal Information Protection & Electronic Documents Act (PIPEDA) Regulation
As of January 1, 2004, the federal government is enforcing the PIPEDA (Personal Information Protection & Electronic Documents Act). The Act regulates the collection, use and disclosure of personal information.

Swim Ontario, in essence, is asking its members to allow personal information such as name, address, date of birth, e-mail addresses, telephone numbers, etc., on their families to be entered electronically on a nation-wide database. Hard copy lists are also on file at the Swim Ontario office. They are kept in a secure location to which no one other than the Swim Ontario staff has access. The Executive Director is the appointed designate for overseeing the data collection process and is ultimately accountable for compliance with this policy.

Purpose of Information Collection
This information is necessary to allow our athletes to train and compete in an age appropriate environment, and to have personal information on hand when direct contact is necessary. The latter also applies to volunteers and coaches. Swim Ontario also collects donor information for Swim-A-Thon tax receipt purposes.

Security & Safeguards
The database (Swimming Canada database) is secure, and personal information is not accessible to the general public. Each club’s registrar has access to the database only as it pertains to club members. Swim Ontario, as the parent organization, can access personal information on all its registered members. Swimming Canada uses the database to determine total registration numbers, rankings, as well as meet results, for the entire country. Passwords are mandatory for all identified groups to access required information.

Limited Use of Information
Personal information is not divulged to anyone without prior permission from the family. Occasionally, Swim Ontario provides family mailing addresses only to a bonded mailing house for the purpose of distributing specific information directly to athletes’ homes. Swimming Canada also accesses the information for statistical and tracking purposes.

Meet managers need name and date of birth (DOB) for swimmers entering competitions. Names, ages, and event results are published electronically as well as in hard copy format after the conclusion of competitions. Other personal information is not made available at any time without prior contact with the coach or the parents/guardians of under-aged swimmers.

Consent & Withdrawal Thereof
Swim Ontario requires consent from each family to continue with this practice. Each club registrar should keep a signed consent form (see attached) on file for each registered member (athletes,
volunteers, coaches, etc.) until such time at which a member wishes to withdraw consent or leaves the organization. Withdrawal of consent for the use of personal information must be received immediately in writing by the Executive Director of Swim Ontario.

Personal information is kept on file for the duration of a member’s participation in Swim Ontario programmes. At the end of each season (August 31), the data is archived and will only be re-activated for those members who re-register with the association. After six (6) years, all outdated information will be purged entirely from the Swimming Canada database. Hard copy lists are kept at the Swim Ontario office for a period of no more than two years, after which time they are destroyed.

Individual Access
Swim Ontario will be happy to provide registered individuals with personal data as it appears on the Swim Canada database within 30 days of receipt of a written request.

Complaints
Complaints are to be directed to the Executive Director of Swim Ontario who will attempt to remedy each situation as it arises expeditiously and in strict confidence.

SECURITY OF DATA (as per Swimming Canada Database Systems)
Clubs must provide Provincial Section with an officially signed user id request form. There is one registrar per club authorized to use account/password combination. All user id’s are either expired or deleted on Aug 31 each year at the Provincial Section Office's (PSO) discretion.

Swim Ontario has chosen to remove a Club’s affiliation until it has settled all outstanding invoices and fees, and has paid the upcoming season’s club fee. The club cannot access its data until the club affiliation is valid.

Website encryption is provided using a 128 bit encryption certificate. Site resides behind a router/firewall which only permits access to the web server via restricted ports. Although port 80, the public http protocol port, is open other ports are locked down to prevent “backdoor” access.

Personal Information Protection & Electronic Documents Act

CONSENT FORM
I give permission to Club Warriors to enter required personal information on the Swim Canada database for the purposes outlined in Swim Ontario’s policy, which I have read. I understand that I may withdraw consent at any time upon written notice to the Swim Ontario Executive Director, and my personal information will be purged from the database. Withdrawal constitutes de-registration. The club will be informed immediately upon receipt of the written notice. Consent is given for myself and under-aged child(ren) – member(s) of the above club. This form is to be kept on file by the above club until such time when consent is withdrawn or the person/family ceases to be a member of Swim Ontario. When transferring to another club in Ontario, a new consent form must be completed and filed with the accepting club. “Unattached” persons are to send this form directly to the Swim Ontario office.
Photo Waiver (Web-based)

Club Warriors @ UW (CW) uses photographs for projects that are promotional, advertising, commercial, educational, and/or archival in nature. As such, CW collects on an ongoing basis individual and group photos in and around CW events, training and competitions. These photos are used, but not limited to, the promotion of CW.

CW asks for permission to use your photo, or your child(ren)’s photo, in promotional, advertising, commercial, educational, and/or archival material.

I waive ownership of any photographic records taken by CW, or those representing CW, and agree to permit CW to use my image, or my child’s image, (in photograph, digital, or electronic form) for and in CW publications, posters, web-site or other media, without limitation, and agree not to make any claim for misappropriation of personality, breach of privacy, or other loss or damages against CW in respect thereof. I also understand that CW may provide these photographs for use by a third party with whom CW may choose to associate with for joint marketing purposes.
Club Warrior Swimmers @ UW (CW) Code of Conduct (Web Based)

Swimmers and parents associated with CW, represent the Club, the sport of swimming and the community. CW is committed to provide a safe and healthy swimming environment that supports the Club’s mission of developing swimming excellence in its athletes, while maintaining a focus on scholarship, character, and community. Both swimmers and parents must be committed and behave in a way that reflects the Club’s mission. Therefore, all swimmers and parents are expected to abide by the following Code of Conduct in all related Club activities.

General Conduct:
To respect the rights, dignity and worth of all persons.
To be fair, equitable, considerate and honest in all dealing with others.

Swimmer Specific Conduct:
To demonstrate exemplary behaviour at all times when with or when representing CW. Orderly and reasonably quiet behaviour is expected on the pool deck, and all other public areas. When behaviour is deemed unacceptable by the coaching staff, the swimmer may be removed from any practice, scratched from competition and /or sent home at the expense of the family. Failure to comply with rules set out by the coaches will not be tolerated.
To show consideration and respect for members of the public, other team members as well as CW coaching staff, its volunteers and other teams.
To abide by the rules of the sport and respect the decisions of officials.
To make the commitment and not let your team or coach down by quitting part way through the season.
To give your best effort at all times, both as an individual and a team member.
To follow the Club’s “dress code” when participating in competitions and when representing CW.
To abstain from interfering with the progress of another swimmer, during practice or otherwise.
To abstain from the use of offensive language, including any derogatory reference to any person’s ability, gender, place of origin, colour, sexual orientation, religious or political beliefs or economic status.
To abstain from the display or use of aggressive behaviour or intentional contact. Bullying will not be tolerated in any form.
To abstain from drinking or carry alcoholic beverages if under age, nor use drugs other than those prescribed by a physician. Illegal and performance enhancing drugs and substances are strictly forbidden.
To abstain from smoking or chewing tobacco.

Swimmers have the right to:
Be treated with respect and consideration.
Practice/compete in a safe non-threatening environment.
A high quality swim program which supports their development in and out of the pool.
Express their ideas and opinions respectfully.
Have positive role models in their coaches and other CW members.

**Parent/Guardian Specific Conduct:**
To serve as positive role models and as such earn the respect of their child(ren), other swimmers, parents/guardians, officials and the coaching staff.
To treat all members of CW with respect within the context of the activity, regardless of ability, gender, place of origin, colour, sexual orientation, religious or political beliefs or economic status.
To respect their child(ren)’s coach and support his/her efforts and abstain from coaching or instructing the team or any swimmer at a practice, or interfering with coaches on the pool deck.
To schedule meetings with the coaches outside of practice hours, not on deck during practice.
To support their child(ren)’s participation in the sport, including financial obligations, regular and punctual attendance at practices and swim meets, and club volunteerism.
To report any perceived misconduct by coach, swimmer, parent or official so it can be dealt with in an appropriate manner.
To enjoy involvement with CW by supporting the club, its swimmers, coaches and other parents with positive communication and actions.

**Parents have the right to:**
Be treated with respect and consideration.
Be informed of their child’s progress and be notified of any behaviour concerns.
Have their child swim in a safe, friendly environment which builds self-esteem and a sense of belonging.
To enjoy their child(ren)’s opportunity to experience the benefits of competitive swimming.

I recognize my responsibility to abide by CW’s Code of Conduct and I acknowledge that I have received and read such.
Release of Liability, Waiver of Claims, Indemnity, Assumption of Risks and Consent for Medical Treatment (Web Based)

I consent to and authorize the participation of the child or children listed below in the training programs, events, and competitions of Club Warrior Swimmers @ UW (CW @ UW). In consideration for CW @ UW allowing the participation of the listed child or children in the CW @ UW training programs, events, and competitions, I, on behalf of myself and as the parent or legal guardian of the listed child or children, do hereby release and indemnify, waive, and forever discharge CW and the University of Waterloo and their respective directors, officers, employees, volunteers, members, and agents from liability from any and all claims resulting from personal injury, accidents, illnesses, death, or property loss.

I understand that the officials and coaches of CW @ UW will make every reasonable effort, in the circumstances, to contact me regarding the listed child’s or children’s medical status in the event an emergency arises. In the event that I cannot be reached in an emergency, I hereby give my permission to the qualified and licensed medical professional whose services might be required to provide medical care and treatment. I agree to pay for any resulting medical expenses not covered by CW @ UW then current insurance policy.

I acknowledge having read, understood and agreed to this waiver, release, and indemnity.
Appendix F: Pool Related Information (2009-2010 Rental Contract)
Rental Contract / Permit

Department of Athletics and Recreational Services
University of Waterloo
200 University Avenue West
Waterloo, Ontario, Canada N2L 3G1
519-888-4507 ext. 35069 (Reception)
519-888-4567 ext. 32699 (Facility Information)

The University of Waterloo hereby grants Waterloo Rapids (hereinafter called the "Licensor") represented by Mary Recoskie, permission to use the Facilities as outlined, subject to the Terms and Conditions of this Agreement contained herein and attached hereto all of which form part of this Agreement.

1) Purpose of Use
   - Community - Pool
   - Waterloo Rapids 09/10

2) Conditions of Use
   - A postdated cheque or credit card information form must be completed 2 weeks prior to the event.
   - You are required to have in place a certificate of insurance evidencing general liability insurance of at least $2 million CAD and naming UW as additional insured. The certificate must accompany this agreement.
   - An invoice will be sent upon completion of this contract for any additional costs.
   - A $100.00 cancellation fee plus any other assumed costs will apply. Two week's notice is required for cancellation.

Please inspect the facilities prior to use and report any hazards to the equipment desk. Please ensure that you leave the room in the designated set-up as posted in the room. All garbage and recyclables must be disposed of properly and the space left clean.

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Rental Contract / Permit

Contract #: 1236
Date: 24-Aug-09

Monthly booking charges due according to the following schedule:

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vi) Other Information
vii) Additional Notes

Pool - Physical Activities Complex (PAC)

In accordance with the University of Waterloo Policy #27, the Licensee agrees that as the person responsible for this request, will honour the agreement as to the date, time, location and charges levied, to the amount listed above or actual costs should they exceed the estimates (as, for example, when the renter exceeds the agreed upon rental time) and agrees to pay any further costs levied for damage and/or loss incurred to the facilities and/or equipment. I ALSO UNDERSTAND THAT DRUGS, INCLUDING ALCOHOL, ARE NOT TO BE BROUGHT INTO ANY ATHLETIC DEPARTMENT FACILITY. The applicant hereby agrees to indemnify and save harmless the University, its servants or agents, against any or all liability, loss, damage, costs and expenses which it may hereafter incur, suffer or be required to pay by reason of the use of the University property by the Applicant.

X: ____________________________
Name: ____________________________

Mary Recoskie

Waterloo Place
5420 Erb Street West, Suite #316
Waterloo ON N2L 6K6
Canada
Home: ()
Fax: (519)688-3722

Date: ____________________________

Title: ____________________________
Business: (519)688-2105

Department of Athletics and Recreational Services

Date: ____________________________

Page: 12