

# **CHENA NORTH SHORE**

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**S W I M T E A M**

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**[www.chenaswimclub.ca](http://www.chenaswimclub.ca)**

**Lifetime Champions In and Out of the Pool**



# **TEAM HANDBOOK**

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Revised June 2009

# Table of Contents

INTRODUCTION .....	1
ABOUT CHENA .....	1
History .....	1
Mission Statement.....	2
Goals .....	3
Values.....	3
POLICIES AND GUIDELINES .....	5
Competition Philosophy .....	5
Dress Code and Equipment .....	6
Swimmers Code of Conduct .....	7
Swimmer’s Responsibilities .....	9
Parent Responsibilities.....	11
Travel Policy .....	13
Harassment/Confidentiality Policy.....	14
Privacy Policy.....	14
Dispute Resolution .....	15
ADMINISTRATION .....	16
Board of Directors .....	16
Coaching Staff .....	17
Volunteers.....	18
Communication .....	20
TRAINING GROUPS.....	22
Group Structures and Expectations.....	22
Group Training Schedules .....	22
Advancement Through Groups .....	23
FINANCIAL MATTERS .....	26
Fee Structure.....	26
Registration .....	26
Changing Groups/Changing Fees .....	27
Withdrawal .....	28
Fundraising.....	29
Meet Fees.....	29
Arrears & Returned Cheques .....	30
Family Discount .....	31

## INTRODUCTION

Welcome to the CHENA North Shore Swim Team. Our team is excited that you have chosen us to help your athlete reach their future dreams.

The purpose of this Handbook is to familiarize you with our team, its policies and guidelines. It will also serve as a reference manual to many questions you may have about our program or other aspects of the team throughout the year.

Our team is dedicated to teach our athletes the skills necessary to compete in the international arena one day. It is through this lofty pursuit that our athletes obtain the many positive residual effects from pursuing excellence.

We hope you enjoy the programs we have to offer your athlete. Once again welcome to CHENA and may your season be filled with high achievement.

## ABOUT CHENA

### History

CHENA has its roots in a number of North Shore swim clubs that functioned on an unincorporated basis beginning in 1966, the year the Hollyburn Country Club Swim Team was formed. Shortly after the construction of the pool at the North Vancouver Recreation Centre in 1966 (now known as the Harry Jerome Recreation Centre), the North Vancouver Recreation Centre Team was formed. These two teams merged in 1975 to become Lions Gate Swim Team.

Lions Gate Swim Team enjoyed many achievements. In 1975, Tom Reeves set a Canadian record in the Boys 11/12 100 Meter Breaststroke. This record was subsequently held by teammate Greg Lohin from 1977 until 1982. In the 1977 Summer Western Nationals, Lions Gate Swim Team placed third in the point standings.

Mount Seymour Swim Team was formed in 1976 and merged with Lions Gate on March 26, 1979 when Lions Gate Swim Club was formally registered as a society under the *Society Act* (British Columbia). In 1980, the name was changed to CHENA Swim Club "in order to better reflect the heritage of our region".

Among the many CHENA swimmers who have met with success at senior national, collegiate or international levels over the years, Kathleen Stody was undefeated in NAIA competition for Simon Fraser University and went on to compete as a member of

the National Team, winning silver and bronze medals at the 2003 Pan Am Games and taking NAIA Swimmer of the Year honours in 2004. Robert Miller swam collegiately for the UBC Thunderbirds and became one of Canada's top backstrokers. Michelle Landry may be CHENA's most decorated athlete as a carded member of Canada's National Team from 2002 – 2008, a finalist in the FISU World University Games in 2003, 2005 and 2007, a multiple medalist at various National Championships, a multiple provincial and national record holder and 2007 North Shore Female Athlete of the Year. In 2008, Laura Jensen represented Canada at the Beijing Paralympic Games where she was a finalist in four events finishing sixth in both the 50m and 100m Freestyle in her category. Laura is also the Canadian record holder in her category in both the 100m and 200m Backstroke. Most recently, Julianne Brown won two silver medals as a freshman for the Calgary Dinosaurs at the 2009 CIS Championships.

CHENA is a member in good standing of Swim BC, the provincial governing body for the sport of swimming, and Swimming Canada, the national governing body.

## Mission Statement

### ***“Lifetime champions in and out of the pool”***

The mission of the CHENA program is to provide a competitive swimming program that develops the character and discipline necessary to succeed in swimming and in life. We will achieve this through a development structure that is consistent with the Swimming Canada Long Term Athlete Development Strategy while allowing swimmers from novice to elite levels reach their highest potential in an enjoyable and positive environment.

We will accomplish this mission by:

1. Ensuring that CHENA meets the rules and regulations put forth by the *Society Act* (British Columbia) and by Swim BC.
2. Fostering communication with all stakeholders.
3. Providing adequate coaching for all club programs.
4. Providing adequate equipment and training facilities to meet the needs of swimmers in all club programs.
5. Providing all swimmers with meaningful opportunities to compete.
6. Creating an environment that promotes good sportsmanship, honesty, integrity, team spirit, dedication, commitment and a healthy, active lifestyle.
7. Building self confidence and pride through goal setting, hard work, accountability and personal and team accomplishments.

# CHENA NORTH SHORE SWIM TEAM

Our mission will be delivered in an ethically and fiscally responsible manner to ensure the long term sustainability of the organization.

## Goals

- To teach and refine all technical aspects of competitive swimming
- To foster the attributes of time management, goal setting, confidence, sportsmanship, bravery, loyalty and the pursuit of excellence
- To encourage and support each athlete so they may attain their maximum potential
- To create an atmosphere of team spirit and unity
- To educate our swimmers about the importance of contributing factors such as nutrition, injury prevention, goal setting and healthy lifestyle
- To encourage the development of competitive "mental toughness" (determination, focus, pride) as a team and as individuals
- To train harder and more effectively than the competition
- To strive to win as individuals and as a team
- To recognize outstanding attitudes, efforts and performances at all levels

## Values

CHENA mission is grounded on the following fundamental values which are also the basis for the conduct expected of all members of the CHENA community:

### ***RESPECT***

Be respectful to every coach, team member, volunteer and facility staff member. Treat everyone, including yourself, with dignity and consideration.

### ***ACCEPTANCE AND TOLERANCE***

Accept that each member is important. Everyone has the opportunity to participate and to make a contribution. Acceptance and support of all team members is expected at all times. In our program everyone counts.

### ***TEAM CONCEPT***

It takes the efforts of many people for any one person to succeed. Acknowledge and appreciate the team members, coaching staff, facility staff and parent volunteers that make team accomplishments possible.

### ***PURSUIT OF EXCELLENCE***

Fast swimming requires good training and thorough preparation. Some values and strategies that underpin this pursuit of excellence include:

- Welcome difficult, goal-oriented challenges.
- Pursue challenges that will help you swim faster and improve.
- Seek out opportunities to swim more, harder and better.
- Act as if you want to train and you want to race.
- Talk to your coaches about any doubts or fears.

### ***SUPPORT / ENCOURAGE / CHALLENGE & APPLAUD***

Support, encourage, challenge and applaud everyone's actions and accomplishments in the pursuit of excellence.

### ***ADVOCATE CHENA***

Every swimmer, parent, coach and board member serves as an ambassador and advocate for the CHENA program. Many of our families have come to us specifically due to word of mouth. Whether talking to or about a swimmer, a coach, a parent, CHENA or another swim club, we should always be positive and supportive.

### ***MAKE IT FUN***

The overall CHENA experience must be fun and we must strive to ensure that this is the case.

## POLICIES AND GUIDELINES

The pursuit of personal excellence is a lofty objective and requires continual attention. In order to foster a positive environment that moves us consistently toward our goals and objectives and the fulfillment of our mission, we must always be conscious of behaviour, attitudes and effort. It is every member's responsibility to adhere to our policies and guidelines that support our high aspirations.

### Competition Philosophy

CHENA engages in a multi-level competition program and, like our training, attempts to provide challenging, yet success-oriented competitive situations for swimmers of all ages and abilities. The following policies outline our philosophy:

1. We emphasize competition with oneself. While winning ribbons, medals or trophies is usually a well-deserved by-product, it is not our main goal. Even if the swimmer finishes first, but has swum poorly in comparison to his or her own past performances, he or she is encouraged to do better. The individual's improvement is our primary objective.
2. Sportsmanlike behaviour is of equal importance to improved performance. Our coaches teach swimmers how to behave like a champion whether they have "good" or "bad" swims. Respect for officials, congratulations to other competitors, encouragement to teammates, determined effort and mature attitudes are examples of behaviours praised and rewarded by the CHENA coaching staff. Parents, coaches and swimmers should always remember that, particularly at swim meets, they are ambassadors for CHENA and their words and conduct will be judged by others and reflect on our club.
3. A swimmer is praised for improving his or her stroke or time. It is the coach's job to offer constructive criticism of a swimmer's performance. It is the parent's responsibility to provide love and support that bolsters the swimmer's confidence along the way.
4. Swimmers are taught to set realistic yet challenging goals for meets and to relate those goals in practice to direct their training efforts.
5. Swimmers are prepared and encouraged to compete in all swimming events, distances, and strokes consistent with Swimming Canada's Long Term Athlete Development Strategy (see [www.swimming.ca/ltad](http://www.swimming.ca/ltad)). The choice of events that a swimmer competes in at a swim meet is entirely up to the coach, although they may occasionally consult with the swimmers (particularly older swimmers attending high level meets). Often the choice reflects strokes or habits that are

currently being worked on in training. This policy promotes versatility and encourages the swimmer to explore his or her potential in the wide range of events offered in competitive swimming. Oftentimes, a swimmer's "best" stroke changes as he or she matures and the body goes through physical changes. Parents should support and encourage the coach's choice of events for their child. Questioning them, particularly in front of the child, will undermine and frustrate the coach's efforts, and erode the child's respect for the coach.

## Dress Code and Equipment

After the registration process is complete, a CHENA t-shirt and cap will be provided to each swimmer. If you would like to purchase additional CHENA gear, there will be opportunities from time to time during the year to order items such as track suits, hoodies, sweatpants, team swimsuits, dri-fit shorts and training shirts.

Wearing our team colours promotes our program and creates a team presence during training and competition. Swimmers also need the necessary training equipment to be able to participate in all drills and training activities. It is expected that everyone will wear the appropriate CHENA attire and purchase training equipment as follows:

### ***Junior and PD 1 Groups:***

#### Dry-Land Training

Navy CHENA t-shirt/dri-fit shirt  
Weather permitting: Athletic attire  
(sweatpants or shorts, running shoes)  
Water bottle (with water only please)

#### ***PD2 and Above Groups:***

#### Dry-Land Training

Navy CHENA t-shirt/dri-fit shirt  
Sweatpants or shorts  
Running shoes  
Water bottle (with water only please)  
Team Track Suit (encouraged)

#### Water Training

Athletic swim suit  
Goggles  
CHENA silicone cap

#### Water Training

Athletic swim suit  
CHENA silicone cap  
Goggles  
Fins, kickboard, pull buoy,  
paddles, bands, drag suit and  
other equipment as determined  
by your coach

### ***All Groups:***

#### Competition

CHENA t-shirt or AAA jerseys  
Training swim suit for heat swims  
Competition swim suit for finals

#### General

CHENA track suit (optional)

## CHENA NORTH SHORE SWIM TEAM

Athletes who have earned Team Canada, Team BC or special CHENA recognition shirts/caps or other apparel, may wear these during training.

It is strongly recommended that all CHENA gear be marked with the swimmer's name. Gear is left at the pool on a regular basis and in order for it to find its owner, identifying it is key!

At each of the North Vancouver facilities, CHENA has an equipment locker which contains CHENA-owned equipment such as fins, pull buoys, bands and kickboards. These items may be used during training sessions but must be returned to the locker at the end of each session. Swimmers are not permitted to take these home.

We are fortunate that a leading supplier of athletic swim wear is located right here in North Vancouver:

Team Aquatic Supplies (TAS)  
104 - 2411 Dollarton Hwy., North Vancouver 604-980-2805

TAS currently offers a 15% discount on regular-priced merchandise for swimmers registered with CHENA.

CHENA gear orders are generally placed two to three times per year. Completed forms and payments are to be submitted to your Group Coordinator by the deadline given. An order must be pre-paid before it will be placed.

Once a swimmer achieves their AAA Provincial time standards, they are eligible to purchase a 'GREEN MACHINE' CHENA jersey. Families will be given ordering information shortly after qualifying.

If your swimmer requires an item that may be kept 'in stock', such as a swim cap or t-shirt, please contact the Merchandise/Equipment Coordinator by e-mail. Contact information is available on our web site: [www.chenaswimclub.ca](http://www.chenaswimclub.ca).

## Swimmers Code of Conduct

CHENA athletes must adhere to our Code of Conduct. This Code outlines the behaviour expectations for all CHENA training sessions, competitions, activities and tours and the disciplinary action related to inappropriate behaviour.

The CHENA Code of Conduct is as follows:

AT ALL TIMES WHILE REPRESENTING CHENA, CHENA SWIMMERS WILL:

1. Respect the rights, dignity and worth of others.
2. Demonstrate good sportsmanship and team unity.

## CHENA NORTH SHORE SWIM TEAM

3. Be fair, considerate and honest in all dealings with others.
4. Respect and follow the decisions and instructions from coaches, officials and chaperones.
5. Be mature and accept responsibility for their actions.
6. Adhere to all facility and competition rules and regulations, especially those concerning safety.
7. Be committed to continually contributing their best effort, both in practices and at competitions.
8. To the best of their ability, punctually attend all scheduled practices, meets and meetings or (particularly in the more senior groups) make arrangements with their coach to make up missed practices.
9. Behave in a way that is not distracting or impeding to the training or performance of others.
10. Respect the belongings of others. Theft, vandalism or disrespect towards the belongings of others constitutes a breach of our code.
11. Refrain from any form of abuse, harassment or discrimination towards others, and discourage others from such behaviour.
12. Refrain from the use of tobacco or alcoholic beverages.
13. Refrain from the use of any drug or substance, banned or restricted by the IOC, FINA, Swimming Canada or any Act of Parliament.
14. While traveling, refrain from entering the accommodation of the opposite gender without a coach or chaperone present.
15. Obey curfews and travel rules set by coaches, chaperones or host families.
16. Immediately report any breaches in the CHENA code of conduct by any CHENA members to the appropriate authority (coach, chaperone or member of the Board of Directors).

All CHENA athletes are also expected to observe the Swim BC Swimmers Code of Conduct which is currently found in the Swim Guide on the Swim BC website.

Disciplinary action for a breach of the CHENA Code of Conduct may include any or all of the following, depending on reasonable factors such as intent, the seriousness of the infraction, risk of harm to others, previous infractions and the like:

1. Verbal warning to swimmer;

## CHENA NORTH SHORE SWIM TEAM

2. Immediate ejection from practice, swim meet or other privileges;
3. Written warning to or meeting with swimmer and parent;
4. Mandatory parent presence/supervision during training/competition;
5. Temporary suspension of training and/or competition privileges;
6. Removal from team travel with the swimmer immediately sent home at parent expense;
7. Permanent suspension from CHENA; and
8. Written letter to Swim BC or Swimming Canada, or both detailing infraction and possible suspension from Swim BC or Swimming Canada affiliation.

Generally speaking, the Code of Conduct and related disciplinary action will be administered by the coaching staff, subject to appeals as provided below (see "Dispute Resolution"). However serious infractions carrying serious penalties (such as, for instance, temporary or permanent suspension from CHENA) will involve one or more members of the Board of Directors.

If you have any questions regarding the CHENA Code of Conduct please contact the Head Coach or the Club President.

## Swimmer's Responsibilities

Each group functions as a unit and develops a strong, supportive bond by working together over time. Each individual makes an important contribution to the success of the group and their teammates. When swimmers attend practice on a consistent basis and meet their responsibilities to themselves, their teammates and their coaches, the resulting cohesiveness and group dynamics affect the whole team positively.

Swimmers' responsibilities are as follows:

### **IN GENERAL**

1. Follow the CHENA Code of Conduct at all times.
2. Arrive at all practices and meets prepared to perform your best.
3. Be punctual for practices and swim meets. Report to the Coach if you arrive late or if you have to leave early.
4. Be prepared. Ensure that you have ALL required gear before the start of practice.

## CHENA NORTH SHORE SWIM TEAM

5. Be well. If you are sick or contagious, you should not attend your training session until you are ready to train.
6. If you are injured, please contact the coach to determine if you should still participate in partial training during the injury. For example, a swimmer with a shoulder injury may be able to retain a level of fitness, or even improve, by spending the recovery period doing kick sets.
7. Be positive and cooperative. Productive swim training should be "serious fun" even though at times it is physically demanding and repetitious.
8. Attend all designated practice sessions. If you are going to miss a practice, please notify your coach in advance. Swimmers at higher levels are expected to make up missed training sessions.
9. Attend only your designated practices, unless you have the permission of both your coach and the coach of the session you wish to attend.
10. Eat a nutritious, well balanced diet, and get plenty of rest.

### ***AT COMPETITION***

1. Be prepared. Come with appropriate towels, equipment, food and beverages.
2. Arrive and check in with your coach, at least 15 minutes prior to the start of warm-up (or earlier if the coach tells you) to allow time for stretching or team meetings.
3. Attend all preliminary sessions (ie heats) in which you are registered. Please notify your coach if you are sick or unable to attend.
4. Attend all finals sessions, unless the coach advises otherwise. Swimmers will often qualify for finals or as an alternate, or participate in a relay. If not, they should be there as a team to support their teammates.
5. See your coach after each race and follow instructions for appropriate warm-up and cool-down procedures.
6. If required by your coach, record the performance times for your races.
7. Stay with your team. Stretch, warm-up, sit and cheer with your team in its designated area.
8. Wear team track suit/t-shirt/jersey and CHENA swim cap.
9. Check with your coach prior to leaving the meet for the day.

10. At the end of each competition day, ensure the CHENA team area is left tidy, garbage is disposed of (even if it isn't yours) and belongings are returned to their owners.

## Parent Responsibilities

As in most sports involving children, parents have obligations and responsibilities to their youngsters and to the organization that manages the activity. Parent involvement as officials at meets, fund raisers, billets, etc. is critical to the continued success of the team. It is the responsibility of every parent to actively participate ensuring that tasks are distributed evenly among all CHENA families.

Parents responsibilities are as follows:

### **GENERAL**

1. Demonstrate good sportsmanship at all times, showing respect for all coaches, volunteers, officials and swimmers. Be a great example for our athletes. Behave as we would want them to behave.
2. Know your role – it is the parent's responsibility to supply the love, support, encouragement and recognition necessary. Let the coach – swimming is a highly technical sport and our coaches are experienced professionals. Too much conflicting information can be very confusing for the athlete and be counterproductive to improvement.
3. Ensure your swimmer arrives at their practices and swim meets punctually.
4. Provide the best possible nutrition and encourage healthy sleep habits.
5. If your swimmer is ill or contagious, do not send them to practice. Rest and good nutrition will contribute to their quick return to the pool. Notify the coach at the beginning of the season if your swimmer has any medical issues that could affect their training or that may require emergency medical attention.
6. If your swimmer is injured, please contact the coach prior to the next practice to determine if the swimmer should still participate in partial training during the injury. For example, a swimmer with a shoulder injury may be able to retain a level of fitness, or even improve, by spending the recovery period doing mainly kick sets.
7. Understand that at younger ages, swimmer performance may be very inconsistent. Patience is needed while technical skills are being learned, or the swimmer is going through a growth spurt.

## CHENA NORTH SHORE SWIM TEAM

8. The coaching and facility staff IS NOT responsible for the supervision of any swimmer outside of practice session times. Parents of younger swimmers are encouraged to escort their children to and from the pool deck. Parents of younger swimmers should be present at their competitions whenever possible or request another parent supervise their child.
9. Swim teams cannot function without volunteers to serve on the Board and various committees or to do certain specific jobs. Please be pro-active and step up wherever possible.
10. Respect the decision of the coach in placing swimmers in the groups which he or she feels will allow them to train in comfortable and optimal surroundings (see "Advancement Through Groups" below).
11. If you have a question or concern to raise with your swimmer's coach, please send them an e-mail or call them during normal business hours to discuss it or arrange a meeting with them. DO NOT INTERRUPT A TRAINING SESSION OR A COMPETITION.
12. As swimmers get older, it is expected that parents will not attend swim practices. This helps athletes learn independence and promotes the development of a healthy coach-athlete relationship which is the most important bond for a successful athlete. It is also difficult for coaches to do their jobs effectively with parents watching over them, just as it would be for a teacher if parents sat at the back of the classroom. For older swimmers, staying a few minutes after drop-off or arriving a few minutes before the end of practice is entirely reasonable, but the general rule should be that "training is not a spectator sport".
13. Stay informed – regularly check our web-site, current newsletter and your e-mail. Late notice changes and other important information will be communicated via e-mail.
14. Make every reasonable effort to attend the annual general meeting (see *Communication – Group Meetings* below).
15. Be pro-active if you have a question or concern. Check the website, ask your group coordinator, send an email or, better yet, pick up the phone. Get an answer from the person who has the facts. Remember that there are two sides to every story and there is often more to know before drawing a conclusion.

### ***DURING COMPETITIONS***

1. At least one parent from each family must volunteer for at least one session at any local competitions in which their children participate. It takes dozens of volunteers to make any swim meet successful - you play an important role in

making your swimmer's competition happen. Being involved also sends a resounding message of support to your swimmer.

2. Provide assistance in the planning and organization of CHENA hosted swim meets.
3. Consider opening your home to billets if CHENA hosts out of town competitors.

## Travel Policy

### **TEAM TRAVEL**

It is important for us to provide athletes with team travel opportunities. As swimmers progress, these opportunities become more frequent as members of provincial and national teams with competitions and training camps held throughout North America and beyond and we can help them get used to travelling with a group at the club level.

In order to be eligible for team travel opportunities, the following criteria must be met:

1. Swimmer age is 11 years or older \*
2. The swimmer meets the qualifying standards of the competition
3. The swimmer has demonstrated maturity and a reasonable amount of responsibility in training and at other competitions
4. The swimmer has an 85% or better attendance record

*\* When the team travel includes 10 & under swimmers, a parent or designated guardian must accompany the child.*

If a swimmer needs to return home prematurely due to illness, emergency or behaviour issues, it is the swimmer's parent's responsibility to arrange and bear the cost of any extraordinary travel costs.

Each family will be provided with an estimate of the cost of team travel and a deadline for consent and payment. Depending on the trip, either a deposit or payment in full will be required prior to departure – you will be notified in advance by the applicable coach or team manager/chaperone. No swimmer will be permitted to travel if the club has not received the required amount, in full, by the indicated deadline.

A signed consent and waiver, in the club's form, will also be required. Similarly, travel abroad may require a notarized parental consent letter and appropriate travel documents (e.g. current passport). You will be advised when this is the case and a form of consent letter will be provided.

## CHENA NORTH SHORE SWIM TEAM

All team trips will have one or more team managers/chaperones assigned\*. In some cases, the participating athletes will share the cost of the chaperones' and coaches' travel. The coach will be responsible for the athletes during the competition hours. The team managers/chaperones will be responsible for meals, some travel/transportation arrangements and the general care and welfare of the athletes outside of competition hours. They will work closely with the coach in charge of the trip to coordinate the itinerary.

*\*Exception: A chaperone may not be assigned when less than 10 athletes are traveling and they are billeted with host families.*

### **INDEPENDENT (NON-TEAM) TRAVEL**

Travel for many competitions will be on a non-team basis. In these cases, it is each family's responsibility to arrange travel and accommodation and provide appropriate supervision, nutrition and resting opportunities for their own swimmers and any swimmers they have agreed to supervise. In some cases, the club's Travel Coordinator will block book rooms at a favourable rate for CHENA families to reserve prior to a particular date when any unreserved rooms will be released back to the hotel.

## **Harassment/Confidentiality Policy**

CHENA follows the Swim BC guidelines in regard to both Harassment and Confidentiality. Please see the Swim BC Technical Guide on their website: ([www.swim.bc.ca](http://www.swim.bc.ca)) for specific information.

At the beginning of each year, members are requested to sign a release which permits the use of pictures and names for our message boards, newsletters, rosters, website and press releases.

## **Privacy Policy**

CHENA take its members' privacy seriously. Our privacy policy covers how CHENA treats personal information that it collects and receives. Personal information is information about you that is personally identifiable like your name, address, email address, phone number, birthdate or Swimming Canada registration number, and that is not otherwise publicly available. Our policy also covers the use of photographs or video footage of our members. Our policy does not apply to the practices of organizations that CHENA does not control, or to people that CHENA does not employ or manage.

CHENA's privacy policy is available via a link on our website: [www.chenaswimclub.ca](http://www.chenaswimclub.ca).

## Dispute Resolution

CHENA strives to provide a fun and friendly environment to promote the sport of swimming to children and families. As with any group, it is natural to have questions or issues that arise from time to time. Most issues can be resolved through informal discussions between the family and coach. This is the preferred approach in resolving any issue.

The following steps should be followed in the event that further action is needed to resolve an issue.

Step 1 - Meeting between swimmer, parent(s) and swimmer's coach.

Step 2 - Meeting between swimmer, parent(s), swimmer's coach and the Head Coach. Most matters relating to activities at the pool or the swimming program are ultimately the responsibility of the Head Coach and the Board of Directors has no role to play in them.

Step 3 - If the issue remains unresolved after following step 2 and is a matter in respect of which it is appropriate for the Board of Directors to intervene, then a formal meeting will be set with you, the Head Coach and the CHENA President and/or another Board member or members. The President or Board member(s) will then present a summary of the issue at the next CHENA board meeting. The Board will discuss the issue and consider its continued role in the issue and, if appropriate, propose solutions and, if necessary vote on the outcome. A quorum of board members must be present to have a binding decision on the outcome. A vote may be delayed if further information is needed.

It is important to keep the lines of communication open. Anytime you have a question, suggestion or concern, please contact the appropriate coach or a Board member depending on the nature of the issue.

## ADMINISTRATION

### Board of Directors

#### **GENERAL**

At our Annual General Meeting each year, the CHENA membership elects our Board of Directors. Board members are volunteers who agree to be a part of the senior team charged under the *Society Act* (British Columbia) and our bylaws with the authority to make decisions affecting the governance, direction and policies of our club. Each Board member is elected for a two year term, and may run again for the Board once their term expires. Under our bylaws, the Head Coach is a non-voting member of the Board. The Board, in turn, appoints officers from among its members. The bylaws contemplate a President, a Vice-President, a Secretary and a Treasurer. The Past President is also an officer position under the bylaws but it has not been customary for the Past President to participate as an officer in recent years. A list of the current directors and officers of CHENA is located on our website: [www.chenaswimclub.ca](http://www.chenaswimclub.ca).

#### **ROLE OF THE BOARD**

The role of the Board is essentially threefold:

- ensure the financial well-being of the club;
- ensure the fulfillment of the club's mission; and
- hire, nurture and support (including evaluate) and, if necessary, dismiss the Head Coach.

Among these functions are other related duties such as the setting of policy.

In addition, individual Board members usually take on one or more operational functions because the club does not have the financial resources to employ professional staff to do all the things necessary to operate a swim club. As a result, the Board inevitably discusses some operational issues at the Board level that would typically not be dealt with by a purely policy-oriented Board.

These operational responsibilities, however, do not extend to what happens on a day-to-day basis in the pool and on the pool deck, or many other matters relating to coaching or the CHENA swimming program, all of which are the exclusive responsibility of the Head Coach (see *Coaching Staff* below). This should not be confused with the Board not caring about these matters or turning a blind eye to how they are handled. It is simply that the Board is not in a position to second guess the Head Coach's decisions in matters about which the Board has no knowledge or expertise. The Board

also evaluates the Head Coach's handling of such matters in a formal annual evaluation and on an ongoing basis. The Board also has a role to play in some dispute resolution situations and disciplinary matters, as mentioned elsewhere in this Handbook.

### **BOARD MEETINGS / MINUTES**

Board meetings are typically held once a month on a weekday evening from September to June.

Occasionally, a parent who is not a Board member may attend a board meeting by invitation to discuss a particular item of business( for instance, if they volunteer for the club or have expertise in that area) or that they have expertise in. Otherwise, except in exceptional circumstances, board meetings are only attended by Board members and the Head Coach. Individual members' issues, questions or concerns are generally dealt with more effectively in other ways (see also *Policies and Guidelines Communication and Policies and Guidelines – Dispute Resolution*).

Minutes of past board meetings are available to members on request. However, members should be aware that portions of the minutes may be deleted if the Board is of the view, acting reasonably, that the information is confidential or sensitive and that disclosing it would be prejudicial to the club, another member, an athlete or a coach.

Board members must have the ability to work collegially as part of a team, leave issues relating to their own children aside and make decisions that are in the best interests of the club as a whole, accept, support and advocate (or, at the very least, remain neutral about) majority decisions of the Board, even if they did not support the decision at the time it was made, and maintain confidentiality regarding Board discussions.

We encourage Board representation from all swim groups/levels and a broad range of director backgrounds to ensure that as much input as possible is gathered when decisions are made.

## **Coaching Staff**

The CHENA coaching staff consists of a Head Coach, an Assistant Head Coach and several Assistant Coaches and Junior Coaches.

The Head Coach is accountable to and evaluated by the Board of Directors, and is responsible for hiring (subject to Board ratification), supervising, directing and evaluating the rest of the coaching staff. The Head Coach has ultimate responsibility for designing and implementing CHENA's swimming program which is, in turn, delivered by the coaching staff collectively. As a result, matters relating to the swimming program, coach-athlete issues, pool schedules, placement of swimmers in

groups, swim meets, event selection and ordinary discipline matters are generally dealt with exclusively by the coaches, with the Head Coach (rather than the Board) having the final say. The Head Coach meets regularly with the coaching staff and reports issues, progress and concerns to the Board of Directors in his or her report at regular board meetings.

Biographical and contact information for our current coaching staff is located on our website: [www.chenaswimclub.ca](http://www.chenaswimclub.ca).

## Volunteers

The majority of our fees go to pay for pool time and the salaries of our professional coaching staff. As a result, much of the administrative work required to operate a thriving organization like CHENA is done by parent volunteers. Recognizing that we all lead busy, full lives and in order to ensure a fair allocation of work, it is expected that at some time during each swimmer's time with CHENA, their family will take on a significant role or responsibility.

While volunteer positions change over time, and some positions may be combined or shared in any given year, the following is a summary of key volunteer functions. All families are expected to look for a way to contribute at some time to the extent they are able.

When dealing with board members and volunteers, members should keep in mind that they are simply parents with many other obligations including jobs and families. Consequently, they should be treated politely and respectfully in view of the extra effort they are putting in to help with the operation of the club.

A list of current volunteers is located on our website: [www.chenaswimclub.ca](http://www.chenaswimclub.ca).

**REGISTRAR** – Organizes fall registration day. Responsible for registering swimmers and coaches with Swim BC and monitoring and updating member data, roster information and e-mail distribution lists. Provides coaches, Board and Group coordinators with updates as needed. Fields calls and answers inquiries regarding CHENA.

**SOCIAL COORDINATOR** – Organizes club wide meetings and socials including the Christmas party and the end-of-year barbeque and awards night.

**WEB SITE ADMINISTRATOR(S)**– Update(s) the CHENA website regularly with new schedules, events, pictures, team records and achievements.

**NOTICE BOARDS** – Updates the CHENA notice boards at the three North Vancouver pools with current information regarding registration, achievements and general club news.

## CHENA NORTH SHORE SWIM TEAM

**NEWSLETTER EDITOR** – Produces a regular newsletter that goes to the membership via e-mail. Takes submissions from the Board, coaches and members regarding past and upcoming events, achievements and other club information.

**FUNDRAISING COORDINATOR/COMMITTEE** – Works with the Board to organize and implement fundraising activities to assist the club in controlling fee levels, provide members with options for achieving and recovering their mandatory fundraising requirements and help defray the costs of some swim camps and travel opportunities.

**CLUB OFFICIALS DIRECTOR/OFFICIALS COORDINATOR** – Responsible for overseeing the training of CHENA parents as officials (e.g. timers, stroke and turn, starter, clerk of the course, etc.) for swim meets and other related duties, including communicating with participating families before each swim meet to ensure that CHENA contributes on deck volunteers to meets hosted by other clubs. In the past, these functions have been separated to spread the time commitment.

**MERCHANDISE/EQUIPMENT COORDINATOR** – Liaises with the coaching staff and the Board in the selection of team merchandise (such as track suits, dri-fit shirts, shorts, water bottles, etc.), collects orders, places orders with suppliers and distributes merchandise when received. Job may involve storing some merchandise as the club does not have an office or its own storage.

**TRAVEL COORDINATOR** – Assists with team, non-team and training camp travel by block-booking hotel rooms, organizing bus transportation, etc.

**GROUP COORDINATORS** – Each group has a parent that relays information from the Board and coach to the participating families. Group coordinators answer questions from new parents, gather forms and payments for CHENA gear, fundraising events and socials. Group coordinators report any problems or concerns they have brought to them to the coach or the Board.

**GROUP COORDINATOR LIAISON** – Usually a Board member, coordinates the distribution of information to the different training groups through the Group Coordinators.

Many of the above positions require task assistants throughout the year. Please assist as much as you can – our volunteers are one of the reasons that CHENA has had so much success!

**MEET OFFICIALS** – In addition to the foregoing, ALL parents are expected to take officials training and to volunteer at swim meets. Swim meets are organized and put on by parent volunteers. They are hosted by a club that generally provides many of the officials, but they depend on the participating clubs to provide additional officials to make the meet possible. It is our view at CHENA that every parent who attends a meet must volunteer for at least one session unless they have a good reason such as being on their own with a very young swimmer or sibling. It is our obligation to assist the host club in putting on a meet for the benefit of our children, rather than to treat swim meets as free babysitting or an opportunity to sit in the stands – there is plenty

of time to do that and volunteer for at least one shift. Host clubs often require that we supply them with the names of at least one stroke and turn official and two timers for each competition session in order to participate in the meet. Volunteering as an official is fun, demonstrates your engagement in and support for what your child works hard at and is a great opportunity to learn more about swimming and meet other CHENA parents and parents at other clubs. It is also a great way to get a good view of the action in the pool and get fed while doing so (host clubs typically provide great deck food all day long!). There are several Officials Clinics held throughout the Lower Mainland Region during the year that cover all of the various positions. Parents should talk to the Club Officials Director if they have any questions.

## Communication

It is the responsibility of every parent and swimmer to stay attuned to current schedules and activities. As a primarily volunteer-run club, everyone is expected to make the effort in staying informed.

**E-MAIL** – Most day to day communication for CHENA is handled by e-mail so it is important that all families have access to an e-mail account and check it often. It is not unusual for late changes to practice times to be communicated by e-mail, for example.

**COACH DIALOGUE** – We discourage parents bringing up their concerns during training times or during competition. However, you may contact your coach via e-mail or phone should you have any questions or concerns or if you would like to arrange a private meeting before or immediately after a training session, or at another mutually convenient time.

**GROUP MEETINGS** – Coaches schedule group meetings from time to time to discuss current training, upcoming meets and other information that is relevant. Usually a question and answer period follows.

**WEBSITE** – [www.chenaswimclub.ca](http://www.chenaswimclub.ca) Check out the web-site regularly. You will find group schedules, team announcements and other important and interesting information here.

**NEWSLETTERS** – We are very proud of our club newsletter that is regularly sent to our membership. A great family read, this will provide you with information regarding group training, outstanding swimmer efforts, upcoming events and other bits and pieces that support our programs.

**GROUP COORDINATORS** – A parent from each training group assists the Board and coaching staff in communication. Group coordinators can answer many questions regarding group activities, CHENA merchandise, etc.

## CHENA NORTH SHORE SWIM TEAM

**BOARD OF DIRECTORS** – As a member of CHENA, you may forward your questions or concerns to a Board member. They will do their best to answer your question or arrange for the right person to provide an answer for you.

**CLUB MEETINGS** – Our AGM is normally held early in the fall. While the main objective of the AGM is to satisfy the formal legal requirements of the British Columbia *Society Act*, attending is a good way to find out about the overall goals and directions of our team for the coming swim season. Financial reports are presented, and both our Head Coach and President address the membership. In addition to our Board of Directors election and other matters such as the President’s report, the Treasurer’s report and the Head Coach’s report, there is also time set aside for a short question and answer period after the conclusion of the formal business of the meeting.

The most important aspects of communication are set out in Item 15 under Parent Responsibilities/General (see page 12).

## TRAINING GROUPS

### Group Structures and Expectations

Swimmers are divided into groups for training purposes, based primarily on age and swimming ability, although other factors are also relevant (see *Advancement Through Groups* below). Each group has a dedicated coach who is responsible for the swimmers in that group. Over the course of a swim season, as a result of working hard together, supporting each other toward common goals, travelling, competing and having fun, the training groups tend to become very close and develop their own identity and spirit. Information on the structure and general expectations for CHENA's training groups can be located on our website: [www.chenaswimclub.ca](http://www.chenaswimclub.ca).

### Group Training Schedules

Season group schedules are finalized after registration when the number of swimmers and the approximate group structures are formalized.

Each year, North Vancouver Recreation Commission closes one of the three pools for an extended period in order to perform major maintenance. During this time, the CHENA schedule is significantly disrupted for most groups. Your patience and understanding during this time is appreciated.

The swimming season begins around the beginning of September for all training groups, although the precise start date may vary by group. The dates will be known by registration day which is usually held on the Labour Day long weekend.

The end of the season is different for each training group and swimmer, depending on which year-end swim meets they qualify for. Typically, swimmers in the Junior, PD1 and PD2 groups will conclude around the end of the third week in June while those in the Provincial and Youth/National groups will finish up at the end of July assuming they qualify for summer long course AAA Provincials, Age Group Nationals and/or Summer (Senior) Nationals which are held in July. Swimmers who have not qualified for, or have opted not to participate in, year-end championships such as AA Provincials or those listed above may continue to train with their groups after the end of their own competition season on the understanding that training during that time will be focussed on swimmers attending those meets; consequently, continued participation is subject to being willing to work at the required level so as not to adversely affect the training program, as determined by the coach acting reasonably. This is particularly applicable to the Provincial and Youth/National groups.

## CHENA NORTH SHORE SWIM TEAM

The Swimfaster schedule is determined each year at the beginning of September.

There will be modified training options during Christmas and Spring school breaks. On Statutory holidays, there will generally be no scheduled training times.

Training schedules for each group are posted on our website on a monthly basis. Due to pool availability, these schedules are not always identical from month to month so it is important always to refer to the current schedule for your child's group. In addition, coaches will often make minor changes to practice times depending on last minute pool changes, meet schedules and the like. For instance, it is not uncommon for a coach to cancel a Monday training session following a full-weekend competition in order for swimmers to rest and recover; this is a matter of each coach's philosophy, however, as some coaches are of the view that the best recovery is an easier, modified (and possibly shorter) training session on Monday. Such changes will be communicated by the coaches as early as possible, either by e-mail or via the swimmers.

Beginning in May of each season, the Youth/National, Provincial and PD2 groups will have many of their practices at a 50 metre ("long course") facility, which means traveling off the North Shore because we do not have a 50 metre facility locally. While the increased commute is inconvenient, the athletes need this training in order to be prepared for long course competitions. Parents generally cooperate by arranging car pools to reduce their individual driving commitments.

## Advancement Through Groups

### ***OUR INTENTION***

It is our intention to continually move our athletes forward. Movement to the next level is always encouraged. This is necessary so that the athlete is constantly challenged to work harder, train better and reach higher achievements. Each level in CHENA acts as a pre-cursor to the next stage of development and skills are introduced accordingly.

Placing swimmers in groups is an art as much as a science and can depend on a number of factors that might not be evident to parents. Particularly during the first couple of weeks of the season, swimmers may be moved groups while things settle out and parents should be patient at this time while the best placement for each swimmer is determined by the coaches.

### ***DIFFERENT ATHLETES PROGRESS DIFFERENTLY***

Although most athletes will fit within the range of our athlete development model there are always exceptions to the norm. Some will move ahead quicker while others will move slower. The important thing is not to compare your child in the early stages of development with another. The coaching staff at times will feel certain athletes need

to rise to the occasion first within their groups before granting movement while they may feel others are stagnant and need an immediate challenge. Athletes may also be at different physical stages of development even though they are the same age. This may mean that one athlete will have to do more or less of various kinds of training than another.

## ***CRITERIA***

A swimmer will move ahead based on subjective and objective criteria. The four main areas being considered are:

- Performance (in competition and in training)
- Attendance
- Maturity
- Attitude (training effort, cooperation and commitment)

An athlete must meet at least three of the four criteria before they will be considered for movement to a higher group. As your athlete progresses through the CHENA program, the criteria for each of these will become more challenging. Performance and attendance are objective criteria and consideration may result once performance standards are made. The other criteria will be discussed with the coaches concerned.

## ***TRANSITION***

Transition from one group to the next is often done gradually over a period of 4 to 8 weeks in order to become accustomed to the new training demands and coaches. Transition will start by maintaining your current group's commitment and by adding 1 or 2 training sessions per week with the new group. Gradually the training sessions will be exchanged for the next level.

## ***SPECIFIC MOVEMENT PERIODS***

The coaching staff may want to move an athlete to the next level at any point during the season but 2 times in particular we will look at moving or transitioning athletes. They are:

- March/April – this coincides with the start of long course season.
- September – this coincides with the start of the new season and makes for the perfect opportunity for the transition athlete to start with the same training as the other athletes in that group.

Movement between groups is at the coach's discretion and is not determined by parent assessment. Sometimes restrictions on lane space may prevent or delay movement of swimmers between groups.

***TRAINING GROUP DEMOTION***

It is possible that after some time in a group a swimmer may be asked to move to a lower practice group. This would only be done after careful consideration by the Head and group coach and would be done in a respectful, sensitive way. The factors that might dictate such a move would be where the swimmer under consideration:

1. is not able to keep up with the other swimmers in the group;
2. has not demonstrated the maturity necessary for the training level;
3. displays difficulty in following instructions or completing sets; and/or
4. attends practice inconsistently.

## FINANCIAL MATTERS

### Fee Structure

Near the end of each season or during the summer break, the Treasurer and the Board meet to discuss the upcoming year's budget, which includes setting the fees and related charges. Annual fees determined for swimmers in each training group are divided into 10 equal payments. At registration time, members must provide a current-dated cheque for the first and last month's fees (for immediate deposit) and cheques for each of the other months, post-dated to the first of the month. Alternately, members have the option of paying all of the fees up front in one cheque.

85% of CHENA's income is derived from member fees, and the remaining income primarily from the Provincial gaming grant and fundraising. CHENA's two primary expenses, coach salaries and pool lane rentals, account for approximately 85% of the budget. The remaining funds are used for such costs as club equipment, awards, professional development, coach travel expenses and administrative costs. Expenses are carefully monitored in an attempt to keep fees as low as possible. However, the vast majority of costs are fixed and there is relatively little discretionary spending.

As a non-profit society, CHENA does not retain substantial surplus funds. As a result, it is critical to our ability to continue to operate that all members remain up-to-date with fees. Non-payment may result in suspension of the swimmer until the account is brought current.

### Registration

For most members, registration occurs at the beginning of September, which marks the start of the swimming season (although it can occur at any time during the year when a swimmer joins CHENA). At registration time, families submit the completed registration form and related consents and waivers to the Registrar along with current and post-dated cheques (see *Fee Structure* above). Once recorded, these cheques are passed to the Treasurer and deposited monthly.

Families must settle any fee or meet fee balances due from the previous year before registration for the current year can be commenced. There will be a maximum of one week's grace for forms and fees to be submitted, after which time, the swimmer will not be allowed to participate in training until the Registrar has advised the coach that the necessary forms and cheques have been submitted.

## CHENA NORTH SHORE SWIM TEAM

It is critical that all relevant information is completed on the registration form. These forms provide important contact and emergency information.

Along with the monthly fee payments, the CHENA registration fee, meet fee deposits (see below), fundraising payments (see below) and a one-time Swim BC registration and insurance fee are also payable at registration time.

When all forms are complete and current payments and post-dated cheques are received, the Registrar will register the swimmer on the Swimming Canada registration website. Only then will a swimmer be permitted to begin competing.

For swimmers new to CHENA, we will endeavour to provide an opportunity during registration for swimmers assessments to determine which initial group assignment would be best.

CHENA offers pre-registration at the end of each season. Typically, pre-registration forms are sent out to all current members around the middle of June to be returned with a cheque for the non-refundable pre-registration fee. After July 1, pre-registration is opened up to people on the waiting list and people who are interested in joining in the fall who contact us after that. Consequently, it is important for current members to return their forms and payments by the deadline in order to hold a place for the following season. Pre-registration is subject to acceptance of the swimmer for the following season, all outstanding accounts with CHENA being current and provision of all required forms, consents, waivers and payments at registration time. Pre-registration fees include the CHENA registration fee (see below) and a credit against the first month's fees. The CHENA registration fee is discounted by \$20 for pre-registrations received prior to July 1 (and the credit to the first month's fees is increased accordingly).

The registration fee or pre-registration fee covers the cost of a CHENA shirt and cap and other costs associated with registration. Swim BC's major source of funding is the Swim BC registration fee and is a requirement for all swimmers in all member clubs. The amount of the Swim BC registration fee varies with the age of the swimmer. As the governing body for swimming in British Columbia, Swim BC is responsible for all aspects of the administration of the sport including meet sanctioning, coaching and officials matters, swimmer registration, club oversight and assistance, provincial team activities and the like.

### Changing Groups/Changing Fees

When a swimmer changes training groups, the appropriate payment adjustments must be made in a timely fashion. The family will be contacted by the Registrar or the Treasurer to provide either replacement cheques for monthly fees for the remainder of the season or additional cheques to cover the fee difference.

If the change in levels is made on or before November 1, the fundraising requirement will be 100% of the difference between the amount for the original group and the group to which the swimmer is moving. If the change in levels is done between November 2 and February 1, 75% of the difference will be assessed. If the change is made after February 2, 50% of the difference will be assessed.

## Withdrawal

CHENA's policy for withdrawal of a swimmer prior to the final month of the season is as follows:

1. where the notice date is after January 31, the club will retain the last month's fees collected and deposited in September and the full month's fees for the month after the notice date; and
2. where the notice date is on or before January 31, the club will retain the last month's fees collected and deposited in September which shall be applied in payment of the fees for the month after the notice date.

For the purposes of the foregoing, the notice date will be deemed to be the later of the date actual notice is given or thirty-one days prior to the last day of participation in any club activity by the swimmer. Where no actual notice is given, the notice date will be deemed to be the final day of participation in any club activity by the swimmer.

The only exceptions to this are:

1. a medical issue or injury in which the swimmer will miss more than one month of team training, in which case a signed note from the swimmer's physician must be forwarded to the Registrar detailing the injury and the suggested return date. If fees are being rebated during the absence, the swimmer will not be permitted to train with his or her group until their formal return date or the fees are paid in the case of an earlier return; or
2. a withdrawal within the first 30 days after the swimmer starts with CHENA, in which case only the first month's fees are payable and the balance of fees will be returned.

The CHENA registration fee and the Swim BC registration fee are not refundable. Fundraising fees are treated like monthly fees for refund purposes and will be refunded on a pro-rated basis based on when monthly fees stop.

Refunds will be processed and issued as soon as reasonably possible once all relevant information (including the meet fee account balance) has been gathered.

## Fundraising

One component of CHENA's annual revenue is mandatory fundraising. Swimmers in each group must pay a fundraising payment that is roughly proportional to one month's fees applicable to that group. Members can opt to participate in specified club fundraisers during the year to "earn back" all or a portion of this amount. Fundraisers in the past have included a cruise lottery, silent auction, swim-a-thon and poinsettia sales. The Board relies on the general membership to organize and implement these fundraisers. If you have an idea for club fundraising – please direct the information to the Board, and they will do their best to facilitate your event.

Generally, fundraising payments are divided into two payments over the year. Any amount that a family raises in eligible fundraisers will be refunded, up to a maximum of the fundraising payments, by way of a corresponding credit to the swimmer's meet fee account. Funds raised in excess of the fundraising payment will be for the benefit of the club and not credited to the meet fee account.

In addition, certain targeted fundraisers may be carried out with the proceeds directed toward a particular meet or event (such as a training camp or major travel meet, for example). In such cases, the funds raised will be for the benefit of those participating in the meet or event, and possibly only those participating in the fundraising activity, depending on the arrangement determined by the coordinators of the fundraiser or event. The arrangements should be fair and made clear to the participants in advance, and require prior approval by the Board. The funds would not result in any refund of fundraising payments but may be allocated to the applicable swimmer(s) via an appropriate credit to their meet fee accounts.

## Meet Fees

In order for a swimmer to participate in a swim meet, "meet fees" are payable. The amount of these fees is set by the host club, not CHENA, and provides the revenue necessary for the host club to pay the costs of holding the meet such as pool rental, ribbons and medals, officials' food and beverages and the like, and to earn a small profit. Meet fees differ from swim meet to swim meet. Sometimes the fee is a flat amount and sometimes it is a specified amount per event entered. A nominal "splash fee" is also payable by each athlete which is paid over by the host club to Swim BC to fund the Provincial Team program. Generally, meet fees are in the range of \$40-75 per complete swim meet including the splash fee.

Because CHENA is invoiced for meet fees by the host club for all CHENA swimmers entered in the meet, and is usually required to pay the meet fees at the start of the meet, it is necessary for CHENA to establish a "float" for each swimmer. This is the purpose of the meet fee deposit cheques provided at registration time. The meet fee account is also a way to pass along other costs incurred by the club on behalf of

## CHENA NORTH SHORE SWIM TEAM

individual swimmers such as costs of club/team travel (if not paid in advance) and costs of provincial team training camps or meets.

Before registering swimmers for a meet, the coaches should obtain the consent of the parents. This is generally done by way of e-mail or, in some cases, a written consent form to be returned to the coach. The coaches then determine the events each swimmer will swim in and submit the entries to the Head Coach or other designated coach to prepare the official team entries and submit them to the host club. This is usually done about a week to 10 days before the meet.

The official CHENA policy is "no meet fee refunds" after consent to enter a meet has been given except in extraordinary circumstances. The primary reason is that the effort to coordinate changes and refunds from host clubs is significant so we try to minimize this effort by reducing the number of non-urgent changes that occur. CHENA will attempt to accommodate cancellations and changes under extenuating circumstances, such as family emergencies or sickness (with a doctor's note); however, if the entries have been submitted and a refund cannot be obtained from the host club, the general policy will be to pass the fees on to the parent if charged by the host club even if the swimmer did not attend the meet.

As swimmers compete at meets and meet fees are charged to the meet fee account, the deposit balance is used up. From time to time, invoices are provided to parents, setting out the balance in the meet fee accounts. A negative balance must be paid promptly. It is CHENA policy that swimmers will not be allowed to compete until their meet fee account is brought to a positive balance. Our general operating funds are not sufficient to cover negative balances.

If a deposit or full payment is required in advance for a travel meet, the full amount must be submitted before the deadline. If the full deposit is not received before the deadline the swimmer may not be allowed to participate. These payments and the related charges are reflected as transactions through the meet fee account on the periodic statements.

Families who have a positive balance in their meet fee account at the end of the season or on leaving the club may apply to the Treasurer by e-mail or in writing for a refund of this amount or to transfer it to the negative balance of a sibling. Otherwise, it is our normal practice for the positive balance to be carried forward to the next season.

### Arrears & Returned Cheques

The cost of processing NSF or returned cheques will be passed back to the member family.

It is expected that all families will pay their fees when due. It is club policy to suspend training, competition and travel privileges for any family who is in arrears and our

coaches are in full support of this policy. Any positive balance in a meet fee account may be applied to fee arrears without notice, in the club's discretion.

## Family Discount

CHENA offers a sibling discount for monthly fees as follows:

Most senior swimmer	100% monthly fees
Second most senior swimmer	90% monthly fees
Third most senior swimmer	75% monthly fees
Fourth and subsequent swimmers	65% monthly fees

The foregoing sibling discount only applies to the monthly fees, and not to fundraising, registration or other fees due.

For fundraising, the following sibling discounts apply:

Most senior swimmer	100%
Second most senior swimmer	50%
All subsequent siblings	no fee

No discounts apply to registration fees or meet fee deposits.