Sport Clubs/Districts Operations Manual

Produced by

Alberta Soccer Association

www.albertasoccer.com

and

SPORT LAW

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1st Edition – September 2022

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Table of Contents

SECTION I – INTRODUCTION 5
Purpose of the Manual 5
Mission, Vision, Values 6
SECTION II – GOVERNANCE 7
Governance Models 7
Board of Directors 11
SECTION III – INCORPORATING 12
Alberta Societies Act 12
SECTION IV – BYLAWS 13
Constitution vs. Bylaws vs. Policies vs. Rules 13
Bylaws Sections 14
Template – Alberta Societies Act – compliant bylaws 15
SECTION V – DIRECTOR RESPONSIBILITIES 26
General and Legal Duties 26
Roles and Positions 28
Meetings of the Board 31
Conflict of Interest 33
Template – Conflict of Interest Policy 34
Template – Director's Agreement 38
SECTION VI – MEETINGS OF THE MEMBERS 43
Types of Meetings 43
Meeting Procedures 43
Chair 43
Meeting Agenda 44
Motions 44
Voting 45
SECTION VII – COMMITTEES 46
Standing Committees 46
Ad-Hoc Committees 47
Empowering Committees 47
Executive Committee 47
Template – Nominations Committee Terms of Reference 49
Template – Finance and Audit Committee Terms of Reference 53
Template – Coaches Committee Terms of Reference 55
SECTION VIII - COMPLAINT MANAGEMENT 56
Receiving a Complaint 56
Policies 57
Jurisdiction 58
Code of Conduct and Ethics 58
Investigations 58
Template – Discipline and Complaints Policy 60
Appendix A – Discipline and Complaints Policy Flowchart 67
Appendix B – Discipline and Complaints Policy Scenarios 68
Template – Investigations Policy – Discrimination, Harassment and Maltreatment 69
Template – Dispute Resolution Policy 72
Template – Appeal Policy 74

Appendix A – Appeal Policy Flowchart 78
Appendix B – Appeal Policy Scenario 79
Template – Code of Conduct and Ethics 80
SECTION IX – HUMAN RESOURCES and VOLUNTEER MANAGEMENT 91
Volunteers 91
Screening 91
Employees 91
Template – Screening Policy 93
Appendix A – Screening Matrix 99
Appendix B – Application Form 100
Appendix C – Screening Disclosure Form 101
Appendix D – Orientation and Training Acknowledgement Form 103
Appendix E – Request for Vulnerable Sector Check 104
Template – Volunteer Agreement 105
SECTION X – PROGRAMMING 108
Jurisdiction 108
Fundraising and Sponsorship 108
Team Selection 108
Template – Fundraising Policy 110
Template – Selection Policy (Individual) 112
Template – Selection Policy (Team) 117
SECTION XI – FINANCES AND CORPORATE MAINTENANCE 122
Corporate Requirements 122
Record Keeping 122
Finance and Accounting 123
Template – Financial Policy 124
SECTION XII – POLICY SUPPORT 129
Policies Required by Law 129
Policy Development 130
Template – Privacy Policy 131
Template – Confidentiality Policy 137
Appendix A – Decision Disclosure Letter (Complaint) 139
Template – Travel Policy 140
Template – Social Media Policy 143
Template – Team Manager and Chaperone Policy 145
Template – Risk Management Policy 146
Template – Safe Sport Policy 151
Template – Athlete Protection Policy 154
Appendix A – Photo and Video Consent Form 157
Appendix B – Image Consent Revocation Form 158
Template – Team Names and Logos Policy 159
Template – Diversity, Equity and Inclusion Policy 161
Template – Event Discipline Policy 164
Template – Assumption of Risk, Waiver of Claims, and Release of Liability Agreement 166
Template – Registration Form 170
SECTION XIII – CONCLUSION 172
References 172
Contact Information 172

SECTION I – INTRODUCTION

Purpose of the Manual

The purpose of this manual is to provide local sport associations with an overview of multiple topic areas they encounter in their regular operation. The manual can be used as an effective tool for new or rebuilding sport groups as well as established organizations looking to address emerging policy trends or gaps. Templates for specific policy areas are provided and can be modified by each sport group.

Each section of this manual informs the following section. For example, a strong understanding of the organization's Mission, Vision, and Values will help the organization define what model of governance it wants to adopt. The organization's governance structure in turn defines the key components of the Bylaws, and so forth.

Organizations are encouraged to take the following step-by-step approach when creating or updating their governing documents and operations policies:

- Step 1: Establish or review the organization's Mission, Vision, and Values
- Step 2: Establish or review the organization's strategic plan
- Step 3: Establish or review the organization's governance structure to best implement the strategic plan
- Step 4: Determine whether or not to incorporate
- Step 5: Create/update the organization's Bylaws and identify members and voting rights
- Step 6: Determine Director responsibilities and policies
- Step 7: Understand meetings of the Members
- Step 8: Establish Board Committees and Operational Committees
- Step 9: Determine how to handle complaints
- Step 10: Understand how to manage staff and volunteers
- Step 11: Decide how to offer sport programming and determine opportunities and limitations for growth
- Step 12: Manage finances
- Step 13: Support sport programming and organizational health with policies

Established organizations can benefit from reading the sections and applying some of the templates in this manual. Regularly reviewing each of the steps above can help an organization ensure that it is still effectively meeting its mandate even as it changes over time.

The manual is not a substitute for legal advice but is intended as a resource that sport groups can use to guide best practices and improve various areas of their organization at little-to-no cost.

Mission, Vision, Values

An organization's mission, vision, and values are its governing statements that decide the strategic direction and general operation of the organization. When faced with a decision, an organization should refer to these governing statements to ensure that the decision is aligned with its strategy and direction. Organizations that do not have their governing statements aligned with their strategy and direction risk having disconnection within the organization. Volunteers, Staff, Directors, and Members may all feel the organization should operate with different goals (e.g., 'winning' vs. 'fun') which can create discord, disagreements, and organizational strife.

Mission

An organization's mission is its core purpose. An effective mission statement highlights the ultimate purpose of the organization and why it exists as well as what the organization does to achieve this purpose. For example, a simple mission statement of a local sport organization might be:

Our mission is to serve the residents of [local area] and provide recreational and competitive sport activities and events in the sport of [sport].

Vision

An organization's vision statement describes what the organization wants to be and how it might get there. For example, a simple vision statement of a local sport association might be:

Our vision is to have the most fun [sport] activities in the region.

Values

An organization's values connect its vision to its mission. Essentially, values can direct people's behaviour and the choices that they make - thereby guiding them toward fulfilling the organization's mission and vision.

- Values are principles or beliefs considered worthwhile and desirable and are unique to each organization in that they reflect the common beliefs shared among individuals within the organizational context.
- Despite organizational turnover, values tend to remain fixed over time and effective and consistent values can attract more volunteers and members.
- Extrinsic values are values that the Members are aware of and act upon, and intrinsic values are values that the Members are not necessarily aware of and that unknowingly pervade the organization's operations. Intrinsic values are always present and always affect the culture of the organization, most often in terms of governance and policy decisions.

SECTION II – GOVERNANCE

What is Governance and why is it important?

The simple definition of governance is "*the systems and structures an organization uses to control its general operations, programs and activities*." But governance is more than just tangibles and mechanics. The simple definition may be expanded to: "*the systems and structures an organization uses to control its general operations, programs and activities. These systems and structures allow an organization to: hold a Board of Directors to account, promote fairness and transparency, support stewardship and integrity, and engage members and stakeholders. Governance systems and structures provide the means by which organizations make decisions, pursue mandates and goals, deliver programs and services, and meet legal standards."*

There is no one model of governance that is better than another. The model that works for one organization in its given set of circumstances may not work well for another. Successful governance reform requires a change management approach, careful and patient facilitation, and engagement and input of members and stakeholders.

If your organization is embarking on a path of governance review, you may want to consider the following:

1. Does your organization have a strategic plan and does the organization follow it? Do the Directors know, respect, and reflect the organization's values?
2. Are the organization's Bylaws up to date? Do governance practices align with what is written?
3. What type of Board of Directors does the organization have or want?
4. What are the mission, vision, and values of the organization?

Governance is supported by "governing documents" which refer to the Bylaws and policy documents that an organization uses to govern itself. Taken together, these documents form the "contract" between the organization and its members. This contract provides the organization with the legal authority to establish and enforce the rights, privileges and obligations of membership. At first glance, governing documents may appear to be boring or unimportant. But these documents determine how an organization makes decisions that affect members and they are therefore essential. Good governance is an essential element of risk management and begins with ensuring that the necessary governing documents are in place to support the organization's day-to-day operations. Once the appropriate governance structure is determined by the organization, the Bylaws (and any future amendments) should reflect the chosen governance model, specifically the composition and term length of Directors, and the powers of the Board and various committees.

Governance review is connected to strategic planning. Organizations should undergo a strategic planning process when they are changing or considering changing their governing documents. Strategic planning is the formal consideration of an organization's future course and the resources required to achieve it. The best possible strategic planning process always begins with a commitment to the organization's foundational statements – its mission, vision, and values. Managing-by-values is a new approach to governance that requires an explicit commitment by the organization to become more intentional about using its values in its decision making.

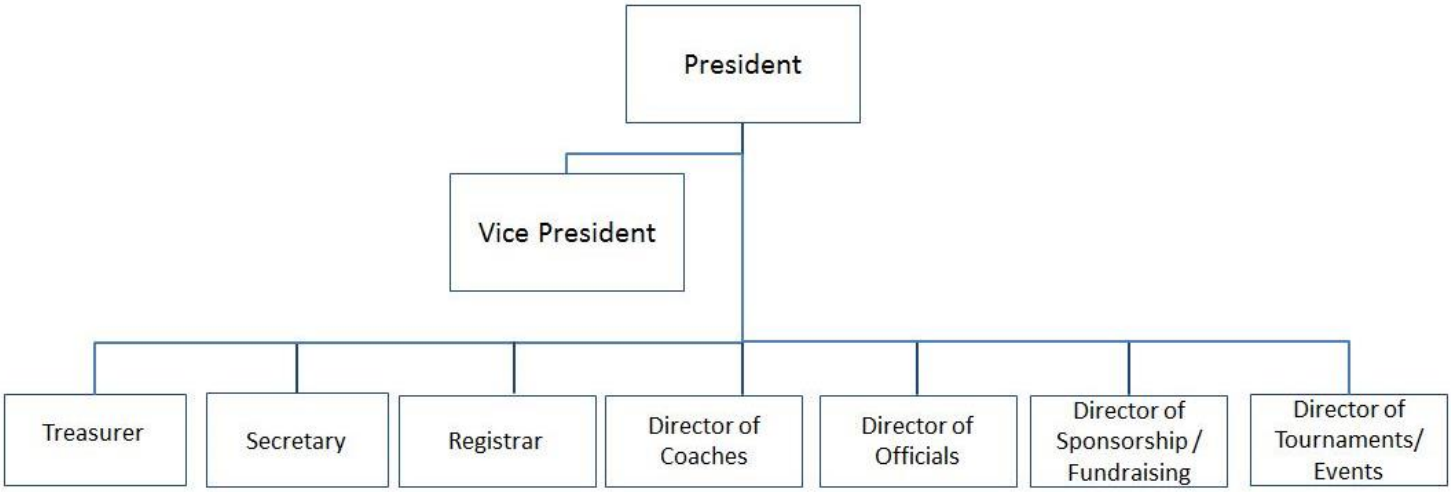
Governance Models

An organization is governed by its Board of Directors. The governance model used by a sport organization can often be determined by understanding how the Directors come into their positions, how many Directors there

are, and what powers and responsibilities they have. There are three types of governance models typically used in sport:

- **Administrative/Working Board** – decision-making by volunteers, little long-term planning, characterized by Member preferences and quality services

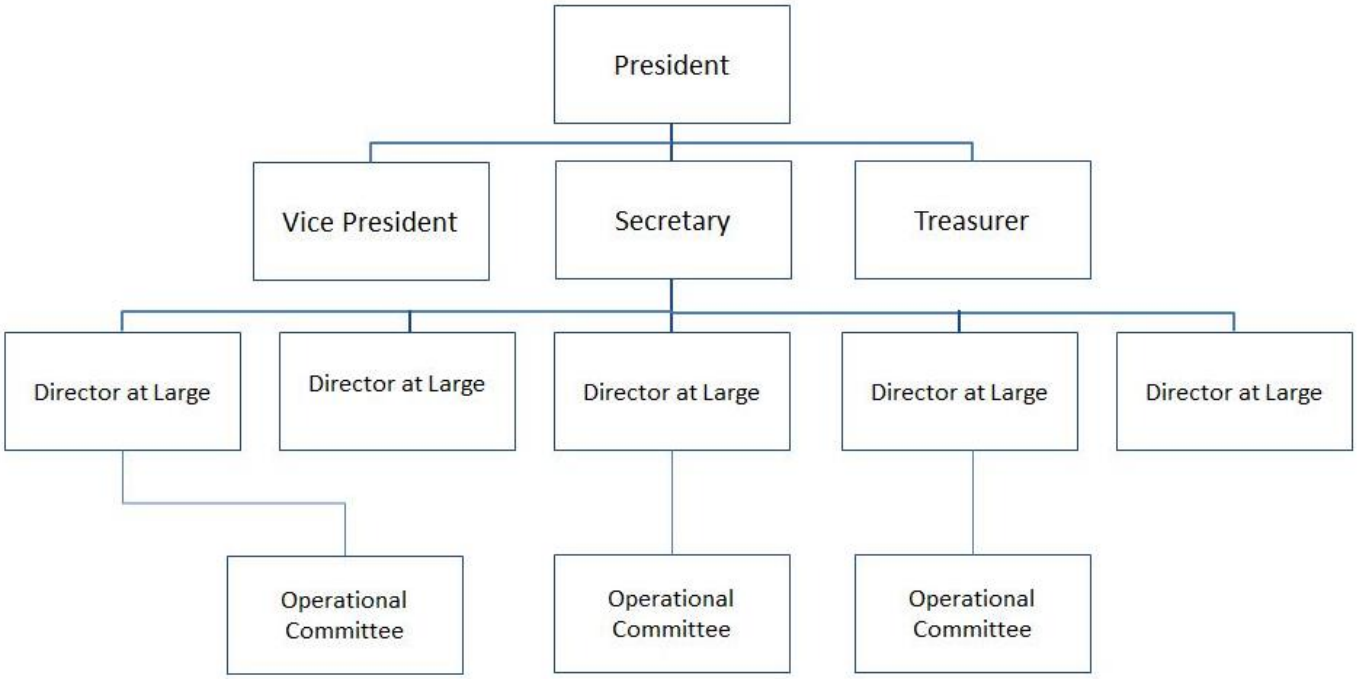
  Example Characteristics: The Board makes all operational and long-term planning decisions for the organization. Each Director has a specific role and is responsible for the day-to-day tasks involved with that role. Decisions are made at meetings of the Board, Directors present reports, and future direction is determined. The primary focus of a working Board is the operational tasks required to run the organization's program(s).



Pros	Cons
Vast number of people involved in the operations of the organization	Difficult to manage a large number of people at a Board meeting
Vast number of people who have knowledge of the organization	Difficult to arrange a meeting or ascertain quorum
Each Director assigned a specific task or responsibility	Difficult to fill all positions. Vacant positions leave specific operations incomplete
Continually relating to the operations and history of the organization	History is embedded in operations, strategic planning, values, and policy development
Individuals have strong attachment to the organization	People filling a role for which they have no experience

- **Management Board** – decision-making by volunteers sometimes assisted by paid staff, some long-term planning, characterized by administrative efficiency

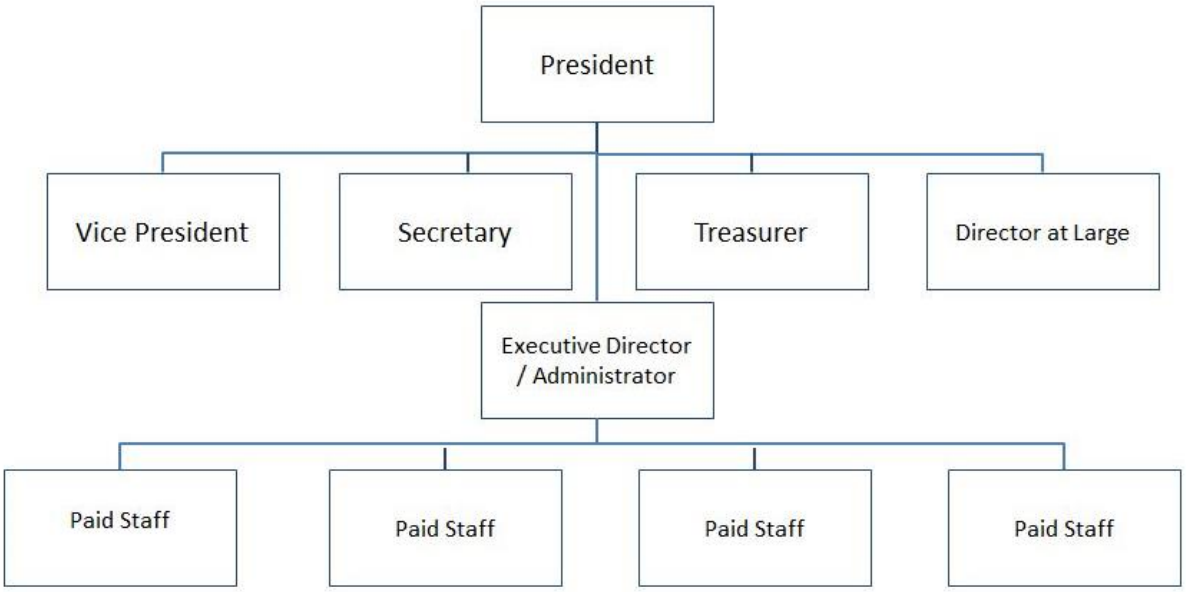
  Example Characteristics: The executive officers (President, Vice President, Secretary, and Treasurer) are more focused on the long-term planning of the organization. The day-to-day administrative duties are divided amongst the Directors-at-Large with support provided by the executive. The Director-at-Large positions have no specific role; these roles are developed based on the needs of the organization at that particular time. Sub-committees of volunteers (non-Directors) provide support to the Directors-at-Large.



Pros	Cons
Focus on strategic planning, vision, mission, values and policies	Difficult to manage a large number of people at a Board meeting
Non-descriptive positions allows for the 'best' people to be on the Board	Difficult to arrange a meeting or ascertain quorum
Accountable to the organization as a whole	Difficult to fill all positions
Leverage skill sets and expertise	May become focused on operations which minimizes strategic planning, values, and policy development
Provides oversight to staff and management	Overstep boundaries between governance and management/operations

- **Policy Board** – decision-making by paid staff assisted by volunteer Board, formal long-term planning.

  Example Characteristics: The Board consists of the executive officers (President, Vice President, Secretary, and Treasurer) and one Director-at-Large who oversee the vision and direction of the organization. Paid staff report to the Board on the organization's day-to-day administrative duties.



Pros	Cons
Focus on strategic planning, vision, mission, values and policies	Small number of Directors may create an imbalance in power
Non-descriptive positions allows for the 'best' people to be on the board	Fewer people gain experience being a Director
Accountable to the organization as a whole and ability to speak as one voice	Possibility of micro-managing
Leverage skill sets and expertise	May become focused on strategies/policy development and fail to provide oversight to finances and operations
Provides oversight to staff and management	Overstep boundaries between governance and management/operations

Local clubs will typically use a 'Working Board' governance model with some larger clubs approaching the 'Management Board' model. In a 'Working Board' model, there are usually as many Directors as are needed for the operation of the various areas of the organization. Directors also usually have the power to steer and guide the organization in the manner they see as appropriate with little input from members. In fact, in many local organizations, the Directors would be considered the voting members of the organization and the only ones able to cast votes at a meeting of the members. Responsibilities of Directors are further described later in the manual (see: **SECTION V – DIRECTOR RESPONSIBILITIES**).

An organization that wants to get more involved with competitive sport should strive toward a 'Management Board' model of governance. This model would remove some of the decision-making from volunteers and increase the organization's focus on long-term planning. In this model, it may also be wise for members to be formally registered and quantified (i.e., in local sports associations this would mean that athletes (or parents/guardians of minor athletes) receive a vote at a meeting of the members. 'Management Board' and 'Policy Boards' are typically implemented at larger clubs or Provincial/Territorial Sport Organizations (PTSOs) or Districts. In the case of PTSO's, the voting members are affiliated districts or in some cases clubs, depending on the structure of the PTSO. In the case of Districts, the voting members are generally clubs.

Board of Directors

An organization should have an adequate number of Directors to meet the needs of its current governance model. For example, an organization that has a 'Working Board' governance model will have many Directors because it is the Directors who fill the needed voluntary positions and run programs.

Organizations that approach a 'Management Board' or "Policy Board" governance model may reduce the number of Directors and delegate responsibilities onto paid staff or high-level committees. The Board still retains power to guide the organization's operation but becomes less involved in the day-to-day tasks of running the organization.

A smaller Board that has nine (9) or fewer Directors is highly recommended based on recent trends in governance and sport operations. A small Board of the highest calibre individuals with complementary skills and experience and a degree of independence can make for a more effective Board than a large Board with a high number of volunteers. A smaller Board is also more flexible, can meet more often, and can respond quicker to matters of importance for the organization.

SECTION III – INCORPORATING

Alberta Societies Act

Incorporating provides the organization with its own identity separate from the Directors or founder. This arrangement has benefits both legally and practically for the operation of the organization. A local sport organization should not necessarily be *owned* by an individual or group of individuals because this arrangement hinders leadership transition and growth and may be problematic if the founders decide to resign or take the organization in a different direction. There are also liability issues for those individuals that are attached to a non-incorporated organization. The individuals and their personal assets are at risk if the organization is sued and insurance is more difficult to obtain.

It is recommended that every local sport organization in Alberta be incorporated under the *Alberta Societies Act*. Organizations may not be certain if they are incorporated or not. Incorporation status can be determined by paying a small fee to a registered agent to search Service Alberta's Corporate Registry.

An incorporated organization must fulfill certain annual responsibilities including keeping corporate records and filing an annual return with the government. Local sport associations may not be accustomed to keeping long-term records but it must be done to maintain the organization's incorporation status (see: **SECTION XI – FINANCES AND CORPORATE MAINTENANCE**).

SECTION IV – BYLAWS

Constitution vs. Bylaws vs. Policies vs. Rules

Separating constitution and Bylaws content from policies and rules is one of the most difficult challenges for a local sport organization. Most local associations publish a large document that combines legal requirements, Board policies, and local rules variations. These must all be separate.

What is a Constitution?

The terms constitution and Bylaws are often used interchangeably. Technically, they are not the same thing. Only organizations in British Columbia, Northwest Territories and Nunavut will have a Constitution. When an organization in these jurisdictions incorporates, it must create two different documents: the first is an application for incorporation which includes a short document setting out the name of the organization, the objects, and the community in the jurisdiction in which the operations of the organization will be primarily carried out (collectively the "Constitution"), and the second is a more detailed document how the organization will govern itself (the "Bylaws"). Societies in Alberta do not have constitutions. Instead, the Incorporation Certificate includes the material usually contained within a constitution.

What are the Bylaws?

The Bylaws regulate the nature and legal incorporation of the organization. The Bylaws describe how to become a Member or Director of the organization, the meetings of the Members and Directors, the powers of the Members and Directors, and the election of Directors. A list of Bylaws sections is provided below in **Bylaws Sections**. The Bylaws should be lean and only contain sections relevant to the legal operation of the organization. The Bylaws can be amended by resolution vote of the Members (sometimes a majority vote or a higher amount, depending on the jurisdiction). The **Template – Bylaws** describes the content in section of the Bylaws.

What is a policy?

An organization's policies are determined and approved by the Board of Directors. The Members have little input on the creation or application of a policy. The Board may delegate the responsibility of creating policies to Committees of the Board and this is one way that Members can have influence on the content of policies (see: **SECTION VII – COMMITTEES**).

An organization's policies should connect to its mission, vision, and values. For example, if an organization values 'integrity', the content of the policies should reflect this value in action. The Board can develop policies and procedures to operate the organization and manage Members. Policies may be consolidated into a policy manual or may exist as standalone documents (see: **SECTION XII – POLICY SUPPORT**).

What is a rule?

The Board may create rules for the operation of leagues, teams, events, equipment, or activities. Modifications of the rules of the sport may also be described. For example, a local organization will want to specify where its rules are different than the rules of the provincial/territorial sport organization. Though this material also does not need to be approved by the Members, it should exist separately from the policies and procedures. Committees can also have input on the creation and implementation of rules.

Bylaws Sections

Definitions – definitions of the main terms used throughout the bylaws

Membership – categories of Members, Member admission and renewal, dues, termination and suspension of membership, how good standing is maintained

Meetings of Members - Annual and Special General Meetings, calling a meeting, notice, new business, quorum, voting and proxies

Governance – number of Directors, eligibility of Directors, powers of Directors and members, discipline of members, election and appointment of Directors, removal of Directors, Board vacancy, meetings of the Board

Officers – number of Officers, how Officer positions are filled, duties of Officer positions, removal and vacancy

Committees – appointment of committees, size and requirements, committee restrictions

Finance and Management – fiscal year, appointment and role of the auditor, maintaining books and records, which individuals have signing authority, borrowing and borrowing restrictions, conflict of interest, Director remuneration

Amendments – how bylaws are amended

Notice – required period of notice, errors

Dissolution – what happens when the organization is dissolved

Indemnification – absolving Directors, insurance

Adoption – when the bylaws were adopted

Template – Alberta Societies Act – compliant bylaws

"Organization" refers to: _____

ORGANIZATION NAME

BYLAWS

ARTICLE I GENERAL

1.1 Purpose – These Bylaws relate to the general conduct of the affairs of the [Organization], an Alberta Society incorporated under the *Societies Act*.

1.2 Definitions – The following terms have these meanings in these Bylaws

a) *Act* – the *Alberta Societies Act,* as amended
b) *Auditor* – an individual appointed by the Members at the Annual General Meeting to audit the books, accounts, and records of the Society for a report to the Members at the next Annual General Meeting in accordance with the Act.
c) *Board* – the Board of Directors of the Society
d) *Society – the [name of organization]*
e) *Days* – days including weekends and holidays
f) *Director* – an individual elected or appointed to serve on the Board pursuant to these Bylaws
g) *Member* – all categories of membership pursuant to these Bylaws
h) *Officer* – an individual elected or appointed to serve as an Officer of the Society pursuant to these Bylaws
i) *Ordinary Resolution* – a resolution passed by a majority of the votes cast on that resolution
j) *Registrar* – means Registrar as defined in the Business Corporations Act
k) *Special Resolution* -
    i. A resolution passed by no less than three-fourths (3/4) of the votes cast at a meeting of Members for which at least twenty-one (21) days' notice has been given specifying the intention of the resolution; or
    ii. A resolution proposed and passed as a special resolution at a meeting of Members of which less than twenty-one (21) days' notice has been given provided all the Members entitled to attend and vote at the meeting so agree; or
    iii. A resolution consented to in writing by all Members who would have been entitled at a meeting of the Members to vote on that resolution.

1.3 Registered Office – The registered office of the Society will be located within the Province of Alberta.

1.4 Corporate Seal – The Society will have a corporate seal, which may be adopted and may be changed by Ordinary Resolution of the Board.

1.5 Affiliations – The Society will be a member in good standing with Alberta Soccer Association and will follow the published rules of, including order of authority, Canada Soccer, Alberta Soccer, and the Society.

1.6 No Gain for Members – The Society will be carried on without the purpose of gain for its Members and any profits or other accretions to the Society will be used in promoting its objects.

1.7 Ruling on Bylaws – Except as provided in the Act, the Board will have the authority to interpret any provision of these Bylaws that is contradictory, ambiguous, or unclear, provided such interpretation is consistent with the objects of the Society.

1.8 Conduct of Meetings – Unless otherwise specified in the Act or these Bylaws, meetings of the Members and meetings of the Board will be conducted according to Robert's Rules of Order (current edition).

1.9 Interpretation – Word importing the singular will include the plural and vice versa and words importing persons will include bodies corporate.

[ALBERTA SOCCER ASSOCIATION RECOMMENDS THE FOLLOWING MEMBERSHIP CATEGORIES]

ARTICLE II MEMBERSHIP

Categories of Membership

2.1 Categories – The Society has the following category of Member:

a) Individual Member – Any individual who is a participant, coach, official, or administrator who is registered with the Society, and who has agreed to abide by the Society's Bylaws, policies, procedures, rules, and regulations (or, if the individual is under the age of majority, who has had a parent or guardian agree to abide by the Society's Bylaws, policies, procedures, rules, and regulations on behalf of the individual).

Admission of Members

2.2 Admission of Members – Any candidate will be admitted as a Member or renewed as a Member if:

a) The candidate member makes an application for membership in a manner prescribed by the Society;
b) The candidate member was at any time previously a Member, the candidate member was a Member in good standing at the time of ceasing to be a Member;
a) The candidate member has paid dues as prescribed by the Board;
b) The candidate member agrees to uphold and comply with the Society's governing documents;
c) The candidate member meets any other condition of membership determined by the Board;
d) The candidate member has met the applicable definition listed in Section 2.1; and
e) The candidate member has been approved by Ordinary Resolution by the Board or by any committee or individual delegated this authority by the Board.

Membership Status and Dues

2.3 Year – Unless otherwise determined by the Board, the membership year of the Society will be DATE – DATE.

2.4 Dues – Membership dues will be determined annually by the Board.

2.5 Duration – Membership duration is accorded on an annual basis and Members will re-apply for membership annually.

2.6 Deadline – Members will be notified in writing of the membership dues at any time payable, and if the membership dues are not paid within sixty (60) days of the membership renewal date or notice of default, the Member in default will automatically cease to be a Member of the Society.

Transfer, Suspension, and Termination of Membership

2.7 Transfer – Membership in the Society is non-transferable.

2.8 Suspension – A Member may be suspended, pending the outcome of a discipline hearing in accordance with the or Society's policies related to discipline, or by Ordinary Resolution of the Board at a meeting of the Board provided the Member has been given notice of and the opportunity to be heard at such meeting.

2.9 Termination – Membership in the Society will terminate immediately upon:

a) The expiration of the Member's annual membership, unless renewed in accordance with these Bylaws;
b) The Member fails to maintain any of the qualifications or conditions of membership described in Section 2.2 of these Bylaws;
c) Resignation by the Member by giving written notice to the Society;
d) Dissolution of the Society;
e) Not being a member in good standing for twelve consecutive months;
f) A decision made by a panel in accordance with the Society's applicable discipline policies;
g) The Member's death or dissolution (as applicable); or

h) By Ordinary Resolution of the Board at a duly called meeting, provided fifteen (15) days notice is given and the Member is provided with reasons and the opportunity to be heard. Notice will set out the reasons for termination of membership and the Member receiving the notice will be entitled to submit a written submission opposing the termination.

2.10 May Not Resign – A Member may not resign from the Society when the Member is subject to disciplinary investigation or action by the Society.

2.11 Arrears – A Member will be expelled from the Society for failing to pay membership dues or monies owed to the Society by the deadline dates prescribed by the Board.

2.12 Discipline – A Member may be disciplined in accordance with the Society's policies and procedures relating to the discipline of Members.

2.13 Dues Payable – Any dues, subscriptions, or other monies owed to the Society by suspended or expelled Members will remain due.

Good Standing

2.14 Definition – A Member will be in good standing provided that the Member:

a) Has not ceased to be a Member;
b) Has not been suspended or expelled from membership, or had other membership restrictions or sanctions imposed;
c) Has completed and remitted all documents as required by the Society;
d) Has complied with the Bylaws, policies, and rules of the Society;
e) Is not subject to a disciplinary investigation or action by the Society, or if subject to disciplinary action previously, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Board; and
f) Has paid all required membership dues.

2.15 Privileges of Good Standing – Subject to these Bylaws and other governing documents of the Society, Members in good standing may be entitled to the following privileges:

a) To serve as a Director or Officer of the Society;
b) To be a member of a Committee of the Society;
c) To attend, participate, and vote at meetings of the Members;
d) To participate in Society activities; and
e) To participate in other events associated with the Society.

2.16 Cease to be in Good Standing – Members that cease to be in good standing, as determined by the Board or a Disciplinary Panel, will not be entitled to vote at meetings of the Members or be entitled to the benefits and privileges of membership until such time as the Board is satisfied that the Member has met the definition of good standing.

ARTICLE III MEETINGS of MEMBERS

3.1 Annual General Meeting – The Society will hold meetings of Members at such date, time and place as determined by the Board within the Province of Alberta. The Annual General Meeting will be held within fifteen (15) months of the last Annual General Meeting.

3.2 Special Meeting – A Special Meeting of the Members may be called at any time by Ordinary Resolution of the Board or upon the written requisition of ten percent (10%) **[discretionary percentage or fixed number]** or more of the Members for any purpose connected with the affairs of the Society that does not fall within the exceptions listed in the Act or is otherwise inconsistent with the Act, within twenty-one (21) days from the date of the deposit of the requisition.

3.3 Participation/Holding by Electronic Means – Any person entitled to attend a meeting of Members may participate in the meeting by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting if the Society makes such means available. A person so participating in a meeting is deemed to be present

at the meeting. The Directors or Members, as the case may be, may determine that the meeting be held entirely by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

3.4 Notice – Written or electronic notice of the date of the Annual General Meeting of the Members will be given to all Members in good standing, Directors, and the Auditor at least twenty-one (21) days prior to the date of the meeting. Notice will a proposed agenda, reasonable information to permit Members to make informed decisions, nominations of Directors, and the text of any resolutions or amendments to be decided.

3.5 Waiver of Notice – Any person who is entitled to notice of a meeting of the Members may waive notice, and attendance of the person at the meeting is a waiver of notice of the meeting, unless the person attends the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting was not lawfully called in accordance with these By-laws.

3.6 Error or Omission in Giving Notice – No error or omission in giving notice of any meeting of the Members shall invalidate the meeting or make void any proceedings taken at the meeting.

3.7 New Business – No other item of business will be included in the notice of the meeting of the Members unless notice in writing of such other item of business has been submitted to the Board fourteen (14) days prior to the meeting of the Members in accordance with procedures as approved by the Board.

3.8 Quorum – Twenty-one (21) **[subjective number]** Members present or by proxy will constitute a quorum. If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

3.9 Closed Meetings – Meetings of Members will be closed to the public except by invitation of the Board.

3.10 Agenda – The agenda for the Annual General Meeting may include:

a) Call to order
b) Establishment of quorum
c) Declaration of any Conflicts of Interest
d) Approval of the agenda
e) Approval of minutes of the previous Annual General Meeting
f) Presentation and approval of reports
g) Report of Auditors
h) Appointment of Auditors
i) Business as specified in the meeting notice
j) Election of new Directors
k) Adjournment

3.11 Scrutineers – At the beginning of each meeting, the Board may appoint one or more scrutineers who will be responsible for ensuring that votes are properly cast and counted.

3.12 Adjournments – With the majority consent of the Members present and after quorum is ascertained, the Members may adjourn a meeting of Members and no notice is required for continuation of the meeting if the meeting is held within thirty (30) days. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

3.13 Attendance – The only persons entitled to attend a meeting of the Members are the Members, the parents or guardians of a Member if the Member is younger than 18 years old, the Directors, the auditors of the Society, and others who are entitled or required under any provision of the Act to be present at the meeting. Any other person may be admitted only if invited by the Chair or with the majority consent of the Members present.

Voting at Meetings of Members

[ALBERTA SOCCER ASSOCIATION RECOMMENDS THE FOLLOWING VOTING RIGHTS FOR MEMBERSHIP CATEGORIES]

3.14 Voting Privileges – Members will have the following voting rights at all meetings of Members:

a) Individual Members who are the age of majority or older may exercise one vote at all meetings of the Members. Individual Members who are younger than the age of majority may have one vote exercised at meetings of Members by a parent or guardian. For clarity, a parent or guardian with three children registered with the Society who are younger than the age of majority may exercise three votes. Also, two parents/guardians of the same child who is registered with the Society and who is younger than the age of majority may both attend a meeting of the Members but may only exercise one vote

3.15 Eligibility of Votes – The date determined by the Board will determine the list of Members who are eligible to vote at a meeting of the Members. The date will be no more than thirty (30) days prior to the meeting.

3.16 Proxy Voting – There will be no voting by proxy.

3.17 Absentee Voting – There will be no absentee voting.

3.18 Determination of Votes – Votes will be determined by a show of hands, orally, or electronic ballot, except in the case of elections which require a secret ballot, unless a secret or recorded ballot is requested by a Member.

3.19 Majority of Votes – Except as otherwise provided in these Bylaws, an Ordinary Resolution will decide each issue.

ARTICLE IV GOVERNANCE

[ALBERTA SOCCER ASSOCIATION RECOMMENDS THE BOARD SIZE DOES NOT EXCEED NINE TO ELEVEN DIRECTORS]

Composition of the Board

4.1 Directors – The Board will consist of _____ (XX) Directors.

4.2 Composition of the Board – The Board will consist of the following:

a) President
b) Vice President
c) Secretary
d) Treasurer
e) _____ (XX) Directors-at-Large

[OR]

Composition of the Board – The Board will consist of the following:

a) (X) Directors-at-Large **[officers and portfolios will be decided by the Directors at the first Board meeting]**.

4.3 Directors-at-Large – Elected Directors-at-Large may be selected, by the Board, to serve as Directors of various portfolios related to the operations of the Society (e.g., League Director, Communications Director, Discipline Director, etc.). Directors-at-Large may have more than one portfolio and may be assigned and removed duties by Ordinary Resolution of the Board.

Eligibility of Directors

4.4 Eligibility – To be eligible for election as a Director, an individual must:

a) Be eighteen (18) years of age or older;
b) Have the power under law to contract;
c) Have not been declared incapable by a court in Canada or in another country; and
d) Not have the status of bankrupt.

Election of Directors

4.5 Nominations Committee – The Board will appoint a Nominations Committee. The Nominations Committee will be responsible to solicit and receive nominations for the election of the Directors.

4.6 Nomination – Any nomination of an individual for election as a Director will:

a) Include the written consent of the nominee by signed or electronic signature;
b) Include a cover letter and resume of the nominee;
c) Be submitted to the Registered Office of the Society seven (7) days **[subjective number]** prior to the Annual General Meeting. This timeline may be extended by Ordinary Resolution of the Board.

4.7 Incumbents – Current Directors wishing to be re-elected are not subject to nomination but must notify the Nominations Committee of their interest for re-election seven (7) days prior to the Annual General Meeting. **[NTD: Align number of days to 4.2.c]**

4.8 Nominations from the Floor – Nominations will not be accepted from the floor of an Annual General Meeting unless there is no candidate for a vacant position. **[optionally, the club/district may decide to accept nominations from the floor]**

4.9 Circulation of Nominations – Valid nominations will be circulated to Members at the Annual General Meeting prior to the elections.

4.10 Election – Directors will be elected at each Annual General Meeting as follows:

a) The President, Secretary, and three (3) **[subjective number – align with 4.1 and 4.2]** Directors-at-Large will be elected at alternate Annual General Meetings to those listed in sub-section b.
b) The Vice President, Treasurer, and four (4) Directors-at-Large **[subjective number – align with 4.1 and 4.2]** will be elected at alternate Annual General Meetings to those listed in sub-section a.

4.11 Elections – Elections for each Director position will be decided by majority vote of the Members in accordance with the following:

a) One Valid Nomination – Winner declared by acclamation.
b) Two or More Valid Nominations – The nominee(s) receiving the greatest number of votes will be elected. In the case of a tie, the nominee receiving the fewest votes will be deleted from the list of nominees and a second vote will be conducted. If there continues to be a tie and more nominees than positions, the nominee receiving the fewest votes will be deleted from the list of nominees until there remains the appropriate number of nominees for the position(s) or until a winner is declared. If there continues to be a tie then the winner(s) will be declared by Ordinary Resolution of the Board.

[ALBERTA SOCCER RECOMMENDS THE FOLLOWING TERM LENGTH]

4.12 Terms – Directors will serve terms of two (2) years, to a maximum of four (4) consecutive terms, and will hold office until they or their successors have been duly elected in accordance with these Bylaws, unless they resign, or are removed from or vacate their office.

Resignation and Removal of Directors

4.13 Resignation – A Director may resign from the Board at any time by presenting their notice of resignation to the Board. This resignation will become effective the date on which the notice is received by the Secretary or at the time specified in the notice, whichever is later. When a Director who is subject to a disciplinary investigation or action of the Society resigns, that Director will nonetheless be subject to any sanctions or consequences resulting from the disciplinary investigation or action.

4.14 Vacate Office – The office of any Director will be vacated automatically if:

a) The Director becomes no longer eligible to be a Director;
b) The Director is found to be incapable of managing property by a court or under Alberta law;
c) The Director is found by court to be of unsound mind;

d) The Director becomes bankrupt or suspends payment of debts or compounds with creditors or makes an authorized assignment in bankruptcy or is declared insolvent; or
e) The Director dies.

4.15 Removal – An elected Director may be removed by Ordinary Resolution of the Members at a meeting of the Members provided the Director has been given reasonable written notice of, and the opportunity to be present and to be heard at, such a meeting.

Filling a Vacancy on the Board

4.16 Vacancy – Where the position of a Director becomes vacant for whatever reason and there is still a quorum of Directors, the Board may appoint a qualified individual to fill the vacancy for a term expiring not later than the close of the Annual General Meeting.

Meetings of the Board

4.17 Call of Meeting – A meeting of the Board will be held at any time and place as determined by the President, or by written requisition of at least two (2) Directors.

4.18 Chair – The President will be the Chair of all meetings of the Board unless designated by the President. In the absence of the President, or if the meeting of the Board was not called by the President, the Vice President (or designate) will be the Chair of the meeting.

4.19 Notice – Written notice, served other than by mail, of meetings of the Board will be given to all Directors at least forty-eight (48) hours prior to the scheduled meeting. Notice served by mail will be sent at least fourteen (14) days prior to the meeting. No notice of a meeting of the Board is required if all Directors waive notice, or if those absent consent to the meeting being held in their absence. If a quorum of Directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the Annual General Meeting of the Society.

4.20 Board Meeting With New Directors – For a first meeting of the Board held immediately following the election of Directors at a meeting of the Members, or for a meeting of the Board at which a Director is appointed to fill a vacancy on the Board, it is not necessary to give notice of the meeting to the newly elected or appointed Director(s).

4.21 Quorum – At any meeting of the Board, quorum will be a majority of Directors.

4.22 Voting – Each Director is entitled to one vote. Voting will be by a show of hands, written, or orally unless a majority of Directors present request a secret ballot. Resolutions will be passed by Ordinary Resolution.

4.23 No Alternate Directors – No person shall act for an absent Director at a meeting of directors.

4.24 Written Resolutions – A resolution in writing signed by all the Directors is as valid as if it had been passed at a meeting of the Board.

4.25 Closed Meetings – Meetings of the Board will be closed to Members and the public except by invitation of the Board.

4.26 Meetings by Telecommunications – A meeting of the Board may be held by telephone conference call or by means of other telecommunications technology. Directors who participate in a meeting by telecommunications technology are considered to have attended the meeting.

Duties of Directors

4.27 Standard of Care – Every Director will:
a) Act honestly and in good faith with a view to the best interests of the Society; and
b) Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Powers of the Board

4.28 Powers of the Society – Except as otherwise provided in the Act or these Bylaws, the Board has the powers of the Society and may delegate any of its powers, duties, and functions.

4.29 Empowered – The Board is empowered, including but not limited to:

a) Make policies and procedures or manage the affairs of the Society in accordance with the Act and these Bylaws;
b) Make policies and procedures relating to the discipline of Members, and have the authority to discipline Members in accordance with such policies and procedures;
c) Make policies and procedures relating to the management of disputes within the Society and deal with disputes in accordance with such policies and procedures;
d) Employ or engage under contract such persons as it deems necessary to carry out the work of the Society;
e) Determine registration procedures, recommend membership dues, and determine other registration requirements;
f) Enable the Society to receive donations and benefits for the purpose of furthering the objects and purposes of the Society;
g) Make expenditures for the purpose of furthering the objects and purposes of the Society;
h) Borrow money upon the credit of the Society as it deems necessary in accordance with these Bylaws; and
i) Perform any other duties from time to time as may be in the best interests of the Society.

ARTICLE V OFFICERS

[ALBERTA SOCCER ASSOCIATION RECOMMENDS THE FOLLOWING OFFICER POSITIONS. THIS SECTION WILL HAVE TO BE AMENDED TO REFLECT THE BOARD COMPOSITION AND ELECTION STRUCTURE]

5.1 Composition – The Officers will be comprised of the President, Vice President, Secretary, and Treasurer.

5.2 Duties – The duties of Officers are as follows:

a) The President will be the chair of the Board, will preside at the Annual and Special General Meetings of the Society and at meetings of the Board unless otherwise designated, will be the official spokesperson of the Society, and will perform such other duties as may from time to time be established by the Board.

b) The Vice President will, in the absence or disability of the President, perform the duties and exercise the powers of the President, and will perform such other duties as may from time to time be established by the Board.

c) The Secretary will be responsible for the documentation of all amendments to the Society's Bylaws, will ensure that all official documents and records of the Society are properly kept, cause to be recorded the minutes of all meetings, will prepare and submit to each meeting of the Members and other meetings a report of all activities since the previous meeting of the Members or other meetings, will give due notice to all Members of the meeting of the Members, and will perform such other duties as may from time to time be established by the Board.

d) The Treasurer will, subject to the powers and duties of the Board, keep proper accounting records as required by the Act, will cause to be deposited all monies received by the Society in the Society's bank account, will supervise the management and the disbursement of funds of the Society, when required will provide the Board with an account of financial transactions and the financial position of the Society, will prepare annual budgets, will oversee and supervise office staff, and will perform such other duties as may from time to time be established by the Board.

5.3 Delegation of Duties – At the discretion of the Officer and with approval by Ordinary Resolution of the Board, any Officer may delegate any duties of that office to appropriate staff or committee of the Society, or to another Director.

5.4 Removal – An Officer may be removed by Ordinary Resolution at a meeting of the Board or of the Members, provided the Officer has been given notice of and the opportunity to be present and to be heard at the meeting where such Ordinary Resolution is put to a vote.

5.5 Vacancy – Where the position of an elected Officer becomes vacant for whatever reason, the Board will appoint another Director to fill the vacancy until the end of the term.

5.6 Other Officers – The Board may determine other Officer positions and appoint individuals to fill those positions. Other Officers need not be Directors.

ARTICLE VI COMMITTEES

6.1 Appointment of Committees – The Board may appoint such committees as it deems necessary for managing the affairs of the Society and may appoint members of committees or provide for the election of members of committees, may prescribe the duties and terms of reference of committees, and may delegate to any Committee any of its powers, duties, and functions.

6.2 Quorum – A quorum for any committee will be the majority of its voting members.

6.3 Vacancy – When a vacancy occurs on any Committee, the Board may appoint a qualified individual to fill the vacancy for the remainder of the Committee's term.

6.4 Removal – The Board may remove any member of any Committee

6.5 President Ex-officio – The President will be an ex-officio and non-voting member of all Committees of the Society.

6.6 Debts – No Committee will have the authority to incur debts in the name of the Society.

ARTICLE VII FINANCE AND MANAGEMENT

7.1 Fiscal Year – Unless otherwise determined by the Board, the fiscal year of the Society will be DATE – DATE.

7.2 Bank – The banking business of the Society will be conducted at such financial institution as the Board may determine.

7.3 Auditor – At each Annual General Meeting the Members may appoint an Auditor to audit the books, accounts and records of the Society in accordance with the Act. If appointed, the Auditor will hold office until the next Annual General Meeting. An appointed Auditor will not be an employee, Officer, or Director of the Society.

7.4 Books and Records – The necessary books and records of the Society required by these Bylaws or by applicable law will be necessarily and properly kept at the registered office of the Society.

7.5 Signing Authority – Contracts, agreements, deeds, leases, mortgages, charges, conveyances, transfers and assignments of property, leases and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, stocks, bonds, debentures, or other securities, agencies, powers of attorney, instruments of proxy, voting certificates, returns, documents, reports, or any other instruments in writing to be executed by the Society will be executed by at least two (2) of the Officers or other individuals, as designated by the Board. In addition, the Board may direct a manner in which the person or persons by whom any particular instrument or class of instruments may or will be signed.

7.6 Property – The Society may acquire, lease, sell, or otherwise dispose of securities, lands, buildings, or other property, or any right or interest therein, for such consideration and upon such terms and conditions as the Board may determine.

7.7 Borrowing – The Society may borrow funds under such terms and conditions as the Board may determine, as permitted by the Societies Act.

7.8 Borrowing Restriction – The Members may, by Special Resolution, restrict the borrowing powers of the Board but a restriction so imposed expires at the next Annual General Meeting.

Remuneration

7.9 No Remuneration – All Directors, Officers (with the exception of paid employees of the Society who have been appointed as Officers), and members of Committees (except as permitted by these Bylaws) will serve their term of office without remuneration (unless approved by at a meeting of Members) except for reimbursement of expenses as approved by the Board. This section does not preclude a Director or member of a Committee from providing goods or services to the Society under contract or for purchase. Any Director or member of a Committee will disclose the conflict/potential conflict in accordance with these Bylaws.

Conflict of Interest

7.10 Conflict of Interest – A Director, Officer or member of a Committee who has an interest, or who may be perceived as having an interest, in a proposed contract or transaction with the Society will disclose fully and promptly the nature and extent of such interest to the Board or Committee, as the case may be, will refrain from voting or speaking in debate on such contract or transaction, will refrain from influencing the decision on such contract or transaction, and will otherwise comply with the requirements of the Act regarding conflict of interest.

ARTICLE VIII AMENDMENT OF CONSTITUTION AND BYLAWS

8.1 Voting – These By-laws may only be amended, revised, repealed or added to by Special Resolution of the Members.

8.2 Effective Date – By-laws amendments are effective from the date they are registered with the Registrar.

ARTICLE IX NOTICE

9.1 Written Notice – In these Bylaws, written notice will mean notice which is hand-delivered or provided by mail, fax, email, or courier to the address of record of the individual, Director, Officer, or Member, as applicable.

9.2 Date of Notice – Date of notice will be the date on which receipt of the notice is confirmed verbally where the notice is hand-delivered, electronically where the notice is faxed or emailed, or in writing where the notice is couriered, or in the case of notice that is provided by mail, five (5) days after the date the mail is post-marked.

9.3 Error in Notice – The accidental omission to give notice of a meeting of the Board or of the Members, the failure of any Director or Member to receive notice, or an error in any notice which does not affect its substance will not invalidate any action taken at the Meeting.

ARTICLE X DISSOLUTION

10.1 Dissolution – The Society may be dissolved in accordance with the Act.

ARTICLE XI INDEMNIFICATION

11.1 Will Indemnify – The Society will indemnify and hold harmless out of the funds of the Society each Director and any individual who acts at the Society's request in a similar capacity, their heirs, executors and administrators from and against any and all claims, charges, expenses, demands, actions or costs, including an amount paid to settle an action or satisfy a judgment, which may arise or be incurred as a result of occupying the position or performing the duties of a Director or and any individual who acts at the Society's request in a similar capacity.

11.2 Will Not Indemnify – The Society will not indemnify a Director or any individual who acts at the Society's request in a similar capacity for acts of fraud, dishonesty, bad faith, breach of any statutory duty or responsibility imposed upon them under the Act. For further clarity, the Society will not indemnify an individual unless:

a) The individual acted honestly and in good faith with a view to the best interests of the Society; and
b) If the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that their conduct was lawful.

11.3 Insurance – The Society will, at all times, maintain in force such Directors and Officers liability insurance.

ARTICLE XII ADOPTION OF THESE BYLAWS

12.1 Ratification – These Bylaws were ratified by resolution of the Members of the Society at a meeting of Members duly called and held on DATE.

12.2 Repeal of Prior Bylaws – In ratifying these Bylaws, the Members of the Society repeal all prior Bylaws of the Society provided that such repeal does not impair the validity of any action done pursuant to the repealed Bylaws.

SECTION V – DIRECTOR RESPONSIBILITIES

General and Legal Duties

The Board of Directors guides the organization to meet its objectives and fulfill its mission. The responsibility of each Director is to provide leadership and direction to the organization and govern its affairs on behalf of the participants. Serving as a Director can be rewarding because an individual can take an active part in contributing to the success of the organization. But volunteer Directors must also understand that there are legal responsibilities that accompany the power to lead.

The basic responsibility of Directors is to represent the interest of the members in directing the affairs of the organization, and to do so within the law. This legal duty is described in statutes and has been expanded and interpreted in the common law.

In representing the members of the organization and acting as their "trustee", Directors have three basic duties:

a) The duty of diligence: the duty to act reasonably, prudently, in good faith and with a view to the best interests of the organization and its members. When exercising their duties, Directors are expected to exercise the same level of care that a reasonable person with similar abilities, skills and experience would exercise in similar circumstances. Directors also have a responsibility to act cautiously and to try to anticipate the consequences of their decisions and actions before they undertake them

b) The duty of loyalty: the duty to place the interests of the organization first, and to not use one's position as a Director to further private interests. Directors who are involved in more than one organization may find that they cannot be loyal to both. When a conflict of interest is unavoidable, Directors must disclose the conflict and ensure that they play no part in discussing, influencing or making decisions relating to that conflict. Also, the organization's Board acts as one entity. Directors must support the decisions of the Board, even if they might not personally agree with the decision and might not have voted to support the decision at a meeting of the Board

c) The duty of obedience: the duty to act within the scope of the governing policies of the organization and within the scope of other laws, rules and regulations that apply to the organization. The organization can act as a "private tribunal" – an autonomous organization that has the power to write rules, make decisions, and take actions that affect its members and participants. Legally, private tribunals are recognized as having a contractual relationship with their members. Directors must respect this relationship and realize that they 1) have the power to discipline participants and must therefore create fair and legal policies and governing documents and, 2) are bound by, and must comply with, the organization's governing documents whenever they apply to the Director

Liability

A director who fails to fulfill their duties as outlined above may be liable. The term "liability" refers to the responsibility for the consequences of conduct that fails to meet a pre-determined legal standard. Usually, the term "consequences" refers to damage or loss experienced by someone and being responsible for such consequences means having to pay financial compensation.

Liability arises in the following three situations:

1. Statute - a law is broken. The consequences are payment of a fine, having restrictions placed on one's rights or privileges, or imprisonment.
2. Contract - A contract is breached or violated, where a contract is a legally enforceable promise between two or more parties. The consequences are correcting the breach through some form of performance or service, or financial compensation
3. Tort - an act, or a failure to act, whether intentionally or unintentionally, causes injury or damage to another person. The consequences are payment of a remedy in the form of financial compensation.

Regarding statutes, there are a variety of statutes that impose liability on Directors in specific circumstances relating to managing the organization's affairs. Thus, Directors have specific statutory obligations relating to:

1. The election and appointment of Directors and Officers
2. Calling meetings of members
3. Paying taxes to government and submitting employment-related remittances
4. Keeping minutes of meetings of Directors and members
5. Reporting and disclosing prescribed information about the organization to authorities
6. Paying wages and salaries
7. Maintaining a safe workplace
8. Activities of the organization that cause pollution or other environmental damage

Regarding contracts, Directors are responsible for ensuring that the organization's contractual obligations are fulfilled. This includes contracts with employees and independent contractors.

Regarding *torts*, Directors are responsible for ensuring that they, as well as the organization's volunteers and staff, do not behave negligently. Negligence refers to the duty that we all must ensure the safety of those persons affected by our actions. Directors, volunteers, and staff are at all times expected to act in a reasonably diligent and safety-conscious manner so that others affected by our actions (fellow employees, volunteers, participants, clients, the public) will not face an unreasonable risk of harm.

The concept of negligence also applies to "wrongful acts" – these are errors, omissions, actions or decisions that harm others, not through damaging their property or their physical person, but through interfering with their rights, opportunities or privileges. Wrongful acts relate primarily to how directors govern the organization, manage its funds, supervise its staff and make decisions that affect members, clients, and the public.

Avoiding Liability

Volunteers, employees and Directors of the organization must always be mindful of risks – this means examining situations cautiously and thinking ahead about the potential consequences of decisions and actions.

The process of risk management is a simple three-part activity. It involves:

1. First, looking at a situation and asking what can go wrong and what harm could result?
2. Second, identifying practical measures we can take to keep such harm from occurring.
3. Third, if harm does occur, identifying practical measures we can take to mitigate its impacts and pay for any resulting damage or losses.

The practical measures that can be used to manage risks fall into four categories:

1. Assume the risk – decide that the risk is minor and do nothing
2. Reduce the risk – find ways to change people's behaviour or the environment in which people work so that the degree of risk is reduced
3. Avoid the risk – choose *not* to do something
4. Transfer the risk – accept the risk but transfer the liability associated with it to someone else through a written contract

Organizations face different risks and must plan and implement different measures to deal with these risks. The practice of risk management is based in large part on common sense and is linked to the concept of "standard of care", because the measures that are taken to manage risks are usually those that would be taken by any other prudent and reasonable person, having the same skills, knowledge and experience. These measures will tend to revolve around training and educating staff and volunteers, enforcing reasonable rules, inspecting and maintaining facilities and equipment, screening and supervising staff, properly documenting meetings and decisions, and meeting all statutory reporting requirements.

Directors and Officers Insurance

Insurance is one of many techniques used to manage risks – it involves transferring the liability associated with a risk to another party by means of a written contract. In the case of insurance, the party that the risk is transferred to is the insurance company, and the written contract is the insurance policy. Transferring risks through written contracts is a very common business practice.

Directors and Officers insurance is like general liability insurance and covers costs that the Directors and Officers of an organization might become legally obligated to pay as a result of damages to another party. However, unlike a general liability insurance policy that covers losses arising from physical injury or property damage, Directors and Officers liability insurance covers only those losses arising from the director's own "wrongful acts".

In such an insurance policy, a wrongful act is defined as an error, misstatement, misleading statement, act, omission or other breach of duty by an insured person in their insured capacity. The purpose of this insurance is to provide the financial backing for the indemnity that the organization provides to its directors.

Directors and Officers insurance policies vary, and there is no standard level of coverage. Importantly, many of these policies exclude coverage for:

1. Directors acting outside the scope of their duties as they are described in this handbook, including any actions that are dishonest, fraudulent or criminal
2. Breach of contract, including wrongful dismissal of employees
3. Fines and penalties under a statute or regulation
4. Complaints under a human rights code, including a complaint of discrimination, harassment or sexual harassment

Roles and Positions

'Directors' and 'Officers' are usually confused. They are similar but not the same. Directors are every individual on the Board that has a vote at a meeting of the Board. These individuals are elected as Directors by the members of the organization. Some Directors may then 'hold office' as an Officer. The more common offices are President, Vice President, Secretary, and Treasurer – and these offices typically have well-defined roles and duties - though some organizations may specify more offices (such as a 'Vice President – Recreational' or a 'Head

Official'). However, just because a Director has a specific title does not automatically make that Director an Officer. It must be clear in the Bylaws which positions are Officers.

Directors can be elected directly into their office or they can be elected as Directors-at-Large (that is, a Director without an office). Some organizations may choose to have all of their Directors elected as 'Directors-at-Large' and then have the Directors vote amongst themselves to decide who should fill the Officer positions. Other organizations may choose to elect a President and Treasurer only – with the remaining Directors elected to serve on the Board as Directors-at-Large.

An organization can also have Officers who are not Directors. This arrangement would most commonly be found in organizations that have a staff person who is employed by the organization. The staff member would hold an office (such as 'Executive Director'), may be given signing authority, and would attend meetings of the Board but is not permitted to have a vote. Sometimes a Past President may be an Officer – but would not be a Director and would not have any voting power at meetings of the Board.

All Directors have both legal and general responsibilities with the Officer positions also generally having more specific duties.

General Director Responsibilities

Meetings

1. Attend meetings, discuss the items on the agenda, and participate fully in decision-making
2. Provide reports to the Board in written form
3. Ensure that minutes of meetings reflect abstentions from votes, votes for, and votes against motions
4. Declare any real or perceived conflict of interest when the issue first arises. Avoid voting, participating in, or influencing the decision-making process. Have disclosures recorded in the meeting minutes.
5. Ensure that meeting materials are received in advance of the meeting so decisions can be considered. If important information is lacking, the decision should be postponed until more information can be obtained
6. Keep personal copies of key documentation and minutes of controversial meetings

Finances

1. Review regular financial reports, and approve and monitor the organization's budget
2. Know who is authorized to sign cheques and for what amount
3. Ask questions and seek clarification on financial matters

Contracts

1. Ensure that all contracts the organization enters into are carefully reviewed by staff or by counsel
2. When the organization partners with other entities on joint projects, or enters into agreements, be sure that all terms and conditions are clearly expressed in a written contract and that risks and liabilities are appropriately shared

Policy

1. Know and have copies of all of the organization's policies
2. Be familiar with the content of the organization's Bylaws
3. Make sure policies are followed by everyone and, if the policy is unsuitable for dealing with the particular circumstance, take steps to change the policy for the future

Personnel

1. Ensure that any staff and volunteer positions (such as coaches and convenors) have written job descriptions
2. Ensure that suitable screening measures are in place for those staff and volunteer positions that involve interaction with youth or other vulnerable persons in unsupervised settings

Insurance

1. Ask for copies of the organization's insurance policies and become familiar with their scope of coverage
2. Consider asking the insurance broker to meet with the Board and make a brief presentation on these policies

Training

1. Support professional development and training for staff and volunteers
2. Encourage the Board to also engage in training. Bring in a Board development instructor or a facilitator to help the Board improve its effectiveness.
3. Commit resources to the development and updating of Board and staff orientation materials.
4. Leave aside a short portion of every Board meeting to allow the Board to evaluate its effectiveness in conducting the meeting and making governance decisions.

General

1. If the organization needs to deal with a complex matter in which staff or Directors lack expertise, consider the services of an outside professional (e.g., lawyer, financial advisor, human resources consultant, risk management specialist, engineer)

President

Typically, the President will be the Chair of the Board and will preside as Chair at all meetings of the members and meetings of the Board. The President is the official spokesperson of the organization and usually sits as a non-voting member of all committees unless otherwise specified.

Vice President

The Vice President performs the duties of the President if the President is ever absent. The Vice President may also chair committees and perform other duties as required. Some organizations will have multiple Vice Presidents each in charge of a specific area of the organization's operations (such as a Vice President – Competitive).

Treasurer

The Treasurer handles financial tasks for the organization, oversees the organization's annual budget, helps set membership fees, and chairs the organization's Finance Committee. The Treasurer also approves expense disbursement, signs cheques, and manages the organization's bank account. If an auditor is required, the Treasurer will assist the auditor in reviewing the organization's finances.

Secretary

The Secretary keeps minutes of the meetings of the Members and meetings of the Board, occasionally acts as registrar for the organization, handles correspondence, gives notice to members of a meeting of the Members, and organizes reports for submission at the meeting of the Members.

Meetings of the Board

An individual elected as a Director agrees to legal responsibilities described in this section that come attached to the position of Director. Once elected, the Director should sign a Director's Agreement (**Template – Director's Agreement**) signalling their acceptance of the legal responsibilities and other general duties of being a Director. At the very least, Directors are expected to attend meetings of the Board.

Calling a Meeting

Meetings of the Board can be called by the President or, usually, by any two Directors. The organization's Bylaws should specify who can call a meeting of the Board. The Board of a local sport association should strive to meet monthly though it can be challenging to have full attendance of the Directors for meetings of the Board that occur during the season. Bi-monthly meetings of the Board may be more effective. Meetings of the Board are typically face-to-face but in special circumstances can occur electronically or by telephone. The organization's Bylaws should describe how the Board can meet.

Individuals other than Directors (such as staff, Members, or other guests) may attend meetings of the Board at the request of the Board or with the Board's permission. These individuals may not vote on any motions and may be asked to leave the meeting at any time. Their presence (and when/if they leave the meeting at any point) should be recorded in the minutes of the meeting.

Meeting Procedures and Agenda

Meetings of the Board should be run similar to meetings of the Members but on a smaller scale. Each meeting should have a Chair (usually the President), an individual recording the minutes (usually the Secretary), and an agenda for the meetings distributed in advance. The agenda should include reports from the Treasurer and other Directors when necessary. Reports from Directors should be made orally but documentation should be provided for any sources or reference and copies given to whomever is keeping the minutes of the meeting.

A sample basic meeting agenda may include:

a) Call to order
b) Establishment of quorum
c) Approval of the agenda
d) Declaration of Conflict of Interest
e) Approval of minutes of the previous meeting of the Board
f) Presentation and approval of reports
g) Business as specified in the meeting notice
h) Adjournment

Organizations that are comfortable and experienced with meeting procedure and setting agendas may choose to create a 'consent agenda'. Typically, each agenda item must be approved at the meeting. Even straightforward agenda items (such as approval of the minutes of a previous meeting, approval of reports that are provided for information only, and other non-controversial decisions) must be attended to at the meeting. A consent agenda allows all those items to be handled and approved together – saving time for other discussion. When using a consent agenda, the President or Secretary would separate the non-controversial items and ask for approval from the group. Any Director may request that an item on the consent agenda be removed from the consent agenda for any reason. Whatever items remain on the consent agenda can be approved together.

Motions and Voting

Quorum for Meetings of the Board should be described in the organization's Bylaws but typically quorum would be a majority of Directors. A Director must be present at a meeting to count for quorum and to cast a vote and Directors may not vote by proxy or in absentia. When issues arise – the reports or the business specified in the meeting notice – the Directors in attendance may make motions to decide the issue. Motions can range from changing the organization's uniform colour, to deciding to write a letter to the provincial/territorial organization, to requesting resources for an organization-hosted tournament. A majority of votes on an issue decides the issue. Some decisions made by the Board (such as the amendment of Bylaws) need to be ratified by members at a meeting of the Members. However, the Board is empowered to make most decisions affecting the organization without consulting the members.

Minutes and In-Camera

Minutes of a meeting are usually kept by the Secretary of the organization or by someone designated to be a recording secretary for a particular meeting. There is no standard format for recording minutes and organizations can record the content of their meetings at a level of detailed preferred by the organization. Minutes of meetings of the Board are not required to be shared with Members.

At minimum, the minutes of a meeting should describe: the time the meeting begins and ends, the names of the Directors who attended and any Directors who sent regrets or failed to attend, a description of the discussion for each agenda item, and a brief summary of each motion and whether the motion passed or failed. For example, a motion item in the minutes may be described as follows:

> **Motion**: That the colour of the organization's uniform tops be changed from blue to red
> **Moved by**: Steven
> **Seconded by**: Lisa
> **Debate**: Steven explained that studies show that teams wearing red uniforms tended to win more games than teams wearing blue uniforms. Richard suggested that the organization's colours have always been blue and the colour is part of the organization's history. Lisa countered that the organization has a history of losing.
> **Result**: Motion defeated

Parts of a meeting may be held 'in camera' which means that these parts of the meeting are discussing material sensitive to an individual or group. The parts of a meeting that are held 'in-camera' are typically related to finances (salary for staff, employment, and bidding for an event) or discipline (of a Director or a Member). Local organizations will rarely need to go 'in-camera' during a meeting, but these moments are noted in the minutes of the meeting. The Secretary should continue to keep minutes when the meeting goes 'in-camera' but these 'in-camera' minutes should not be publicly available and should be stored separately.

Conflict of Interest

It is common in local sport organizations for a Director to be in conflict on an issue (or perceived to be in conflict). These situations require the Director to remove themselves from the discussion. Organizations should have detailed conflict of interest policies that define conflict of interest and how a Director may be in conflict. **Template – Conflict of Interest Policy.** In addition to adhering to the policy, Directors should also sign a 'Conflict of Interest form' whenever they feel they may be in conflict. These forms may be signed often. For example, a Director cannot vote to approve expenses for a certain team if the Director is also a coach of that team. As another example, a Director cannot vote to change the selection policy for a provincial/territorial camp if by changing the policy the Director's child would be newly allowed to participate in the camp. Directors should be able to refer to the policy to determine if they might be in a conflict of interest and even if the Director is still unclear about whether they are in a conflict, the possible conflict should be declared anyway.

Template – Conflict of Interest Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Conflict of Interest*** – Any situation in which a Representative's decision-making, which should always be in the best interests of the Organization, is influenced or could be influenced by personal, family, financial, business, or other private interests
    b) ***Non-Pecuniary Interest*** – An interest that an individual may have in a matter which may involve family relationships, friendships, volunteer positions or other interests that do not involve the potential for financial gain or loss
    c) ***Pecuniary Interest*** – An interest that an individual may have in a matter because of the reasonable likelihood or expectation of financial gain or loss for that individual, or another person with whom that individual is associated
    d) ***Representatives*** – Individuals employed by, or engaged in activities on behalf of, the Organization including: coaches, staff members, convenors, contract personnel, volunteers, managers, administrators, committee members, and Directors and Officers of the Organization

Background

2. Individuals who act on behalf of an organization have a duty first to that organization and second to any personal stake they have in the operations of the Organization. Representatives must not put themselves in positions where making a decision on behalf of the Organization is connected to their own personal interests. That would be a conflict of interest situation.

Purpose

3. The Organization strives to reduce and eliminate nearly all instances of conflict of interest at the Organization – by being aware, prudent, and forthcoming about the potential conflicts. This Policy describes how Representatives will conduct themselves in matters relating to conflict of interest and will clarify how Representatives shall make decisions in situations where conflict of interest may exist.

4. This Policy applies to all Representatives.

Obligations

5. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between a Representative's personal interest and the interests of the Organization, shall always be resolved in favour of the Organization.

6. Representatives will not:
    a) Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with the Organization, unless such business, transaction, or other interest is properly disclosed to the Organization and approved by the Organization
    b) Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or who might seek preferential treatment
    c) In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest, financial or otherwise
    d) Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with the Organization, if such information is confidential or not generally available to the public

e) Engage in any outside work, activity, or business or professional undertaking that conflicts or appears to conflict with their official duties as a representative of the Organization, or in which they have an advantage or appear to have an advantage on the basis of their association with the Organization
f) Without the permission of the Organization, use the Organization's property, equipment, supplies, or services for activities not associated with the performance of their official duties with the Organization
g) Place themselves in positions where they could, by virtue of being a Representative, influence decisions or contracts from which they could derive any direct or indirect benefit
h) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by virtue of being a Representative of the Organization

Disclosure of Conflict of Interest

7. On an annual basis, all the Organization's Directors and candidates for election to the Board, Directors, Officers, Employees, and Committee Members will complete a **Declaration Form** disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by the Organization.

8. Immediately upon becoming aware that a conflict of interest may exist, all Representatives must disclose any real or perceived conflict of interest as follows:
    a) Directors, Officers, Committee Members, candidates for election to the Board, and the senior staff person (when employed) must disclose real and perceived conflicts of interest to the Board
    b) Employees must disclose real and perceived conflicts of interest to the senior staff person or, in the absence of a senior staff person position, to the Board
    c) Coaches, volunteers, managers, and other Representatives must disclose real and perceived conflicts of interest to their immediate supervisor (e.g., team manager, staff person, other volunteer, etc., as applicable)

9. Representatives shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, or Director.

Minimizing Conflicts of Interest in Decision-Making

10. Decisions or transactions that involve a conflict of interest that has been proactively disclosed by an Organization Representative will be considered and decided with the following additional provisions:
    a) The nature and extent of the Representative's interest has been fully disclosed to the body that is considering or making the decision, and this disclosure is recorded or noted
    b) The Representative does not participate in discussion on the matter
    c) The Representative abstains from voting on the decision
    d) For board-level decisions, the Representative does not count toward quorum
    e) The decision is confirmed to be in the best interests of the Organization

11. For potential conflicts of interest involving employees, the Organization's Board will determine whether there is there a conflict and, if one exists, the employee will resolve the conflict by ceasing the activity giving rise to the conflict. The Organization will not restrict employees from accepting other employment contracts or volunteer appointments provided these activities do not diminish the employee's ability to perform the work described in the employee's job agreement with the Organization or give rise to a conflict of interest.

Conflict of Interest Complaints

12. Any person who believes that a Representative may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to the Organization's Board

who will decide appropriate measures to eliminate the conflict. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest:

a) Removal or temporary suspension of certain responsibilities or decision-making authority
b) Removal or temporary suspension from a designated position
c) Removal or temporary suspension from certain teams, events and/or activities
d) Expulsion from the Organization
e) Other actions as may be considered appropriate for the real or perceived conflict of interest

13. Any person who believes that a Representative has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to the Organization to be addressed under the *Discipline and Complaints Policy*.

14. Failure to comply with an action as determined by the Board will result in automatic suspension from the Organization until compliance occurs.

15. The Board may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a meeting and a decision of the Board.

Enforcement

16. Failure to adhere to this Policy may permit discipline in accordance with the *Discipline and Complaints Policy*.

Conflict of Interest - Declaration Form

I have read the *Conflict of Interest Policy*, I agree to be bound by the obligations contained therein, and I commit to avoid any real or perceived conflict of interest. I also commit to disclosing the existence of any real or perceived conflict of interest to the Board, as soon as it is known to me.

I declare the following interests which may represent a potential conflicting interest:

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_____ _____ _____

Name **Signature** **Date**

Template – Director's Agreement

"Organization" refers to: _____

THIS AGREEMENT CONFIRMS that the undersigned is eligible for nomination as a Director or has been elected or appointed as a Director of the Organization and agrees as follows:

Condition Precedent - Screening

1. The Director agrees to participate in the Organization's screening process, per the *Screening Policy*, prior to performing their responsibilities as a Director.

2. The Director agrees to inform the Board of Directors of any pending charges, charges, or criminal investigation(s) involving the Director.

3. The Board of Directors, in its sole discretion, will determine whether any offences revealed by the screening process, pending charges, charges, or criminal investigation(s) pose an unacceptable risk to the safety and security of the Organization and may call a Special General Meeting of the Members with the intention of removing the Director.

Responsibilities of the Director

4. The Director will comply with the Director's Duties and Responsibilities described in **Schedule A**.

Duty of Diligence

5. The Director will:
   a) Act prudently and in the best interests of the Organization;
   b) Exercise the same level of care that a reasonable person with similar abilities, skills, and experience would exercise in similar circumstances;
   c) Act cautiously and try to anticipate the consequences of their decisions and actions;
   d) Act honestly and forthright; and
   e) Take reasonable steps to manage foreseeable risks.

Duty of Loyalty

6. The Director will:
   a) Prioritize the interests of the Organization over any other interest, including the Director's own personal interests;
   b) Disclose any conflicts of interest per the *Conflict of Interest Policy;*
   c) Act properly in disclosing a conflict of interest situation and not discuss, influence or make decisions relating to that conflict;
   d) Comply with the *Privacy Policy;* and
   e) Keep the Organization's business private and not discuss certain matters with people outside of the Organization.

Duty of Obedience

7. The Director will:
   a) Comply with the Organization's governing documents and ensure that staff and committees also comply;
   b) Ensure the Organization's governing documents remain current and accurate; and
   c) Obey external laws and rules that are imposed upon the Organization.

Expenses

8. The Organization will reimburse the Director for any expenses in accordance with the Organization's policies upon receipt of an expense claim and applicable receipts.

Termination

9. This Agreement will terminate upon:
    a) The expiration of the Director's term;
    b) The Director's resignation;
    c) The Director being found by a court to be of unsound mind;
    d) The Director becoming bankrupt;
    e) The Director being removed by way of resolution in accordance with the Organization's Bylaws; or
    f) The Director's death.

Confidentiality

10. The Director will not, either during the period of their involvement as a Director or any time thereafter, disclose to any person or organization any Confidential Information acquired during their period of involvement as a Director with the Organization, unless expressly authorized to do so.

11. The Director will comply with the *Confidentiality Policy*.

Conflict of Interest

12. The Director will comply with the *Conflict of Interest Policy* and the *Alberta Societies Act*.

Proprietary Rights

13. Copyright and any other intellectual property rights in all written material (including material in electronic format), software, databases, trademarks, patents, logos, trade names, brands and other works produced by the Director will be owned solely by the Organization, which will have the right to use, reproduce, or distribute such material and works, or any part thereof, for any purpose it wishes.

14. The Director will not use, reproduce or distribute such material or works, or any part thereof, without the express written consent of the Organization.

Interpretation

15. This Agreement will be interpreted in accordance with the laws of Alberta

General

16. No failure or delay by the Organization in enforcing any right or remedy in this Agreement will be construed as a waiver of any future exercise of such right or remedy.

17. The Parties have sought or obtained, or have had the opportunity to seek and obtain, independent legal advice concerning the matters in this Agreement, and execute this Agreement knowingly and voluntarily.

18. This Agreement constitutes the sole and entire agreement between the parties, and supersedes any previous agreements, understandings and arrangements between the parties. Any amendments hereto are enforceable only if in writing and signed by each of the parties.

19. If any portion of this Agreement is deemed by any court of competent jurisdiction to be illegal or unenforceable, then the remaining provisions of this Agreement will remain in full force and effect notwithstanding.

20. The Director herby agrees to abide by the terms and conditions outlined in this Agreement. To evidence their agreement, the Director has signed this Agreement.

_____ _____

Director Date

SCHEDULE A

BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES

Overview

The Board of Directors of the Organization has the responsibility to manage the affairs of the Organization in accordance with the *Societies Act of Alberta,* the Organization's Bylaws, and the Organization's policies and procedures. The basic responsibility of a Director is to represent the interests of the Organization's members in directing the affairs of the Organization and to do so within the law. Specifically, Directors will have the following additional responsibilities and duties:

General

a) Act reasonably, prudently, in good faith and with a view to the best interests of the Organization and its members.
b) Place the interests of the Organization first and not use one's position as a Director to further private interests.
c) Act within the scope of the governing policies of the Organization and within the scope of other laws, rules and regulations that apply to the Organization.
d) Keep the Organization's business private and not discuss certain matters with people outside of Organization unless with prior approval of the Board of Directors.
e) Support the decisions of the Board of Directors, even if they may not personally agree with the decisions and might not have voted to support the decision.
f) Act as a member of a designated committee as appointed by the Board of Directors.
g) Keep all appropriate individuals and committees informed as required through normal reporting and communication channels.
h) Perform such other duties as may from time to time be established by the Board.
i) Act in a manner that promotes a positive and professional public image.
j) Devote their full time and attention during volunteer hours to the business and interests of the Organization.
k) Schedule volunteer hours in order to accommodate the changing needs of the Organization which may require evening and weekend work.

Meetings

a) Attend and properly prepare for meetings.
b) Provide all required reports to the Board in written form as required.
c) Ensure minutes of meetings are accurate and correct.
d) Ensure that minutes of meetings reflect abstentions from votes, votes for and votes against motions.
e) Declare any real or perceived conflict of interest with respect to an issue when the issue first arises and not vote, participate in or influence the decision-making process.
f) Ensure any such disclosures of conflict are recorded in the meeting minutes.

Finances

a) Review regularly the financial reports of the Organization.
b) Approve and monitor the Organization's budget.
c) Ensure the performance and completion of an annual audit of the Organization's finances.
d) Inform themselves who is authorized to sign cheques and for what amount.
e) Supervise the management and the disbursement of funds of the Organization.
f) Comply with the *Financial Policy.*

Contracts

a) Ensure that all contracts the Organization enters into are carefully reviewed by staff or by counsel.

Planning

a) Develop, implement, monitor and evaluate the Organization's strategic plan.

Personnel

a) Ensure the Organization develops a clear *Human Resources Policy* and ensure that any staff evaluations are performed at least annually or as required by the policy.
b) Ensure that all staff and volunteer positions have written job descriptions and agreements.
b) Ensure there are suitable screening measures in place for those staff and volunteer positions that involve interaction with youth or other vulnerable persons in unsupervised settings.

Policy

a) Review and adhere to the Organization's Bylaws, policies and procedures.
b) Undertake to update out-of-date Bylaws, policies and procedures or to create new ones.

Insurance

a) Ensure the Organization's obtains adequate insurance.
b) Become familiar with the Organization's insurance policies and the scope of their coverage.

Evaluation

a) Be prepared to have their performance as a Director evaluated annually based on the performance of assigned Board requirements and duties.

SECTION VI – MEETINGS OF THE MEMBERS

Types of Meetings

Annual General Meetings of the organization provide Members with an opportunity to give input in the operation of the organization.

Annual General Meetings also provide an opportunity for Members to move motions, suggest resolutions, appoint the auditor (if applicable), or make amendments to the organization's Bylaws. The Board can propose its own motions at the Annual General Meeting, but the Members (provided they submit the motion with enough notice) can move their own motions too.

Organizations can also have Special General Meetings of the Members, which can be called by a specific number of Members as specified in the Bylaws or by the Board, with proper notice to the Members. Special General Meetings can generally only address business for which the meeting was called. For example, the Board may decide to call a Special General Meeting to discuss with the Members how it should spend a $10,000 government grant. Once a Special General Meeting is being held for a specific reason, it cannot also be used for another purpose.

Meeting Procedures

Procedures for Annual General Meetings are typically described in the organization's Bylaws. Particularly, notice period should be outlined (the prescribed notice period in the **Template – Bylaws**. meets the requirements of the Alberta Societies Act along with a common agenda for the meeting.

Minutes of all meetings of Members should be kept by the organization's Secretary. Minutes should be retained by the organization indefinitely and the minutes of the previous meeting of the Members should be approved at the beginning of the new meeting. Parts of a meeting may be held 'in camera' which means that these parts of the meeting are discussing material sensitive to an individual or group. The parts of a meeting that are held 'in-camera' are typically related to finances (salary for staff, employment, and bidding for an event) or discipline (of a Director or Member). Local organizations will rarely need to go 'in-camera' during a meeting, but these moments are noted in the public minutes of the meeting. The Secretary should continue to keep minutes when the meeting goes 'in-camera' but these 'in-camera' minutes should not be publicly available and should be stored separately.

If the Bylaws are silent on specific or unusual meeting procedures the organization should refer to a book on parliamentary procedure. The organization should reference this book in its Bylaws and at least one Director should be familiar with its content or have a copy at the meeting. The two most common parliamentary procedure books are *Robert's Rules of Order* and *Call to Order* by Herb Perry.

Chair

Meetings of the Members are managed by the meeting's Chair or Chairperson. This individual is often the President of the organization or a delegate with experience chairing meetings. The Chair can also be a neutral third party or an experienced Parliamentarian (i.e., someone who is certified in parliamentary procedure). The Chair has an important role to not only manage the meeting but also to ensure that procedural rules are followed. The Chair recognizes Members who move and second motions, clarifies amendments of motions, and moderates discussion on motions.

The Chair begins the meeting by following the Meeting Agenda and, when required, asking Members for motions to move the meeting through the items of the agenda.

Meeting Agenda

A meeting of the Members should have its agenda determined in advance and distributed to the Members along with the notice of the meeting. The default meeting agenda could also be described in the organization's Bylaws. For example:

a) Call to order
b) Establishment of quorum
c) Approval of the agenda
d) Approval of minutes of the previous Annual General Meeting
e) Presentation and approval of reports
f) Report of Auditors
g) Appointment of Auditors
h) Business as specified in the meeting notice
i) Election of new Directors
j) Adjournment

Motions

Motions at a meeting can be made in two ways. First, the motion can be made before the meeting (either by the Directors to be approved by the Members, or by the Members) or the motion can be made during the meeting. Typically, the organization will request motions in advance so that they can be included in the notice for the meeting and considered by the Members prior to being voted on at the meeting. Motions can range from Bylaws amendments to requesting the removal of a Director. Some motions require the approval of a majority of Members (Ordinary Resolutions) or the approval of three-fourths of the Members casting a vote (Special Resolutions) and the amount would be specified in the Bylaws. Motions cannot be made to modify policies or rules because these documents should be considered by the Board or by Committees (see: **Constitution vs. Bylaws vs. Policies vs. Rules** for a description of how these documents are separated) and not by the Members (although Members may have representatives on Committees).

Common motions include:

1. Motion to accept new Bylaws
2. Motion to appoint the auditor
3. Motion to accept the agenda
4. Motion to accept the previous minutes
5. Motion to accept a report

Motions do not require the actual reading aloud of the document or motion to be considered. Every Member should have access to the text of the motion or the applicable document or report.

Motions during a meeting are typically made to amend other motions that are being considered. An organization may decide not to permit new motions to be made at a meeting of the Members since proper notice was not provided and Members have not had an opportunity to consider the motion. Brand new motions cannot be made at a Special General Meeting of the Members because a Special General Meeting can only be used to decide upon matters for which the meeting was originally called.

Voting

In an organization's Bylaws, a 'member' can be defined differently than a 'voting member' and in fact there can be many categories of membership with different voting rights (see: **SECTION IV – BYLAWS**). The Board and the Members should be very clear in advance of the meeting – before everyone shows up - exactly who has voting rights.

An organization's Bylaws can also permit absentee voting (voting for an issue without being present at the meeting) and proxy voting (when one member gives their vote to another member). Individual members are able to give their vote to another person (a proxy).

To vote by absentee ballot, a Member must have access to the full text of the motion or the full slate of nominees for election to a Director position. The organization must provide a means by which a Member can send their vote to the organization without the organization knowing how the Member voted. If there is an amendment to the motion, or if there is a change to the nominees for election to a Director position, the Member's absentee vote would be invalid. Absentee voting is not common.

To vote by proxy, a Member (when the Member is an individual) assigns their vote to another person. This other person, who does not need to be a Member, can cast the Member's vote however they see fit. The organization should provide a 'proxy form' to be completed by the Member. The form should identify the member, the proxy voter, and the date of the meeting. The form must also be signed by the Member. The organization's Bylaws should also specify the maximum number of proxy votes that one individual can carry. Proxy voting is more common than absentee voting.

SECTION VII – COMMITTEES

The Board of the Directors of the organization should be empowered, in its Bylaws, to create committees of the Board that support the operation and function of the organization. Committees act as agents of the Board and have certain powers depending on what the Board delegates to each committee. The Board can establish standing committees and ad-hoc committees.

Committees are common for every structure of Board governance (see: **SECTION II – GOVERNANCE**) but used most heavily in Policy Boards. When the Board of Directors takes a more stewardship role with the organization, they delegate the responsibilities for the organization's policies to staff and committees.

Standing Committees

A standing committee is established once by the Board and is actively maintained and consulted. Standing committees usually have dedicated Terms of Reference (how the committee operates and what the committee does) which are reviewed by the Board. Standing committees of a local sport association might include:

- Executive Committee
- Nominations Committee (see example: **Template – Nominations Committee Terms of Reference**)
- Finance Committee (see example: **Template – Finance and Audit Committee Terms of Reference**)

Each committee needs a Chair, who is the individual who runs meetings of the committees. The Chair of some committees may be the Director who is involved with that particular area. For example, the Chair of the Finance Committee would be the organization's Treasurer and the Chair of the Tournament Committee might be the Tournament Director. The President of the organization may also be the Chair of a committee (or multiple committees). Committees typically do not appoint their own Chair. Instead, the Chair of each committee is appointed by the Board.

Either the Board or the Chair of the committee can be in charge of populating the committee with individuals who can contribute to the committee's mandate and role. The number of committee members can vary depending on the importance and role of the committee. For example, a Recreational Committee might include league convenors, the organization's Registrar, a coach, an official, or other interested parent-volunteers. Importantly, committee members do not need to be Directors or Members of the organization. The Finance Committee might be composed of some individuals who are not directly affiliated with the organization but have skills or experience in financial matters that could benefit the operation of the committee.

Standing committees meet regularly at the call of the Chair. While the Board of Directors may meet on a regular schedule (such as once a month), a standing committee may meet irregularly – such as once a week during the season and not at all during the off-season. Some committees may need to meet on a snap basis. For example, if there is an issue involving a coach, the Coaches Committee may be called to meet within a day. This is one reason why smaller committees are sometimes preferable because they can meet more frequently and be more responsive and flexible to the needs of the organization. Like meetings of the Board, meetings of committees can be held by telephone call or by email, in addition to face-to-face.

During committee meetings, the Chair should guide the discussion and steer committee members to making decisions. Decisions can be made by majority vote. Some organizations may choose not to give the Chair of the committee voting rights. Also, some organizations may choose to give the Chair a vote to break any tied vote of committee members. Therefore, in some organizations the Chair may have two votes on a decision – once on the issue itself, and again if there is a tie. Committees also must have quorum of committee members in order

to make decisions. Usually, quorum is a majority of committee members but it can be 1/3rd or 2/3rd of the committee members present. Committees are not typically granted the ability to commit the organization to major plans of action – such as incurring debt (like by buying equipment or resources) or determining a strategic plan for the organization. In these cases, the committee would recommend a course of action and the Board would decide whether or not to accept the committee's recommendation.

Ad-Hoc Committees

The Board may also establish ad-hoc committees. These committees might be established to accomplish a certain task or fulfil a temporary role. Ad-hoc committees might not have Terms of Reference so much as they will have a specific mandate from the Board to complete a task. Ad-hoc committees also usually have an expiration date (a specified date, or upon the completion of the committee's task) but may be re-created by the Board as necessary. Ad-hoc committees of a local sport association might include:

- Discipline Committee
- Provincial/Territorial Championship Committee
- Coaches Committee (see example: **Template – Coaches Committee Terms of Reference**)
- Officials Committee
- Competitive Committee
- Recreational Committee
- Tournament Committee
- Sponsorship Committee
- Screening Committee

Ad-hoc committees may be composed of individuals who can best help the committee accomplish its task. Ad-hoc committee meetings would likely be more frequent than standing committee meetings but they would follow a similar structure.

Empowering Committees

Committees act as agents of the Board of Directors and are given certain powers based on the nature of the committee. Once a committee is struck and empowered, the Board should take a reduced role in the involvement in that committee's function and instead trust the committee to handle its own operation.

The Board can ensure the committees run smoothly by requiring them to have Terms of Reference, which can be created by the Board or created by the committee itself and approved by the Board. The Terms of Reference (TORs) should describe:

- Mandate – a broad statement of what the committee is empowered to do
- Key duties – the specific tasks of the committee
- Authority – the decisions the committee is empowered to make
- Composition – the number of committee members and how they are appointed
- Meetings – how many meetings of the committee, who chairs the meetings
- Resources – what the Board will provide the committee (i.e., staff support or financial resources)
- Reporting – who the committee reports to (usually the Board or a specific Director)
- Approval and Review – who approves the TOR and how often it is reviewed

Executive Committee

An Executive Committee often exists in local sport organizations that have a larger Board of Directors that meets on a monthly basis. An Executive Committee, which typically consists of the Officers of the organizations (the President, Vice President, Secretary, and Treasurer), can be established to meet in between meetings of the Board and empowered to handle issues of urgency or emergency. The Board can also delegate other functions to the Executive Committee such as communicating with the municipality, answering correspondence, or handling risk management issues. The Executive Committee can act as a 'mini-Board' and be flexible enough to address issues quickly. The Board should be clear which duties are able to be delegated to the Executive Committee so that the non-Officer Directors do not feel marginalized or feel that the Executive Committee is making all the major decisions.

Template – Nominations Committee Terms of Reference

"Organization" refers to: _____

	Nominations Committee
Mandate	The Nominations Committee is a standing committee of the Board of the Organization. It is responsible for ensuring, on a continuing basis, that the Organization's Board is composed of qualified and skilled persons capable of, and committed to, providing effective governance leadership to the Organization.
Key Duties	The Committee will perform the following key duties: • Seek, identify and recruit qualified individuals to stand for election as Directors – in addition to seeking candidates through the usual networking channels within the local sport community, the Committee will also issue an open call for nominations through promotional efforts including, but not limited to, press releases, the Organization's website, other online services where suitable, and advertisements in local newspapers. • Ensure that candidates for election meet the qualifications to serve as a Director, and have fulfilled any additional requirements, including those set out in Attachment 'A' and Attachment 'B'. • Communicate directly with each candidate to discuss the roles, responsibilities and expectations of a Director. • Promote a regional balance in the composition of the Board by recruiting candidates from different regions. • Promote diversity of the Board in relation to gender, age, language, ethnicity, professional backgrounds, and personal experiences. • Have regard to the specific and desired competencies required on the Board as a whole in soliciting nominations. • Oversee all aspects of the election procedures leading up to and at the Annual General Meeting, including identifying and enforcing specific timelines and any other administrative requirements. • Where appropriate, identify individuals for future nomination as Directors and maintain this information for use by future Nominations Committees. • Carry out these duties in a manner that encourages a long-term view of the Organization's leadership needs, as well as Board succession planning. • Such additional duties as may be delegated to the Committee by the Board from time to time.
Authority	The Committee will exercise its authority in accordance with the Organization's Bylaws and such additional provisions as are set out in this Terms of Reference and will do so without interference from the Organization's Board or staff. To be eligible to hold office as a Director, an individual must meet the requirements of the *Alberta Societies Act* must satisfy any further requirements as set out in Attachment 'A' and must complete a Candidate Qualification Form as set out in Attachment 'B'.

	No member of the Nominations Committee may be seeking office in the election. The Nominations Committee will finalize nominations at least 60 days before the Annual General Meeting and will circulate same to members not less than 45 days before the Annual General Meeting.
Composition	The composition of the Nominations Committee is: • A former President • Two individuals appointed by the Board Members of the Committee will serve terms of one year, which may be renewed by the Board to a maximum of three consecutive terms.
Meetings	The Committee will meet by telephone or in person, as required, with meetings held at the call of the Chair.
Resources	The Committee will receive the necessary resources from the Organization to fulfill its mandate. The Committee may, from time to time, request and receive administrative support from the Organization.
Reporting	As a standing committee of the Organization, the Committee operates independently of management and the Board. Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Chair.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	Supporting or rejecting a candidate Director requires a simple majority of Committee members. Should any Committee member be interested in being nominated as a Director, they shall resign from the Committee.

Attachment "A"

QUALIFICATIONS AND CORE COMPETENCIES OF ELECTED DIRECTORS

A Director shall fulfill all requirements of the *Alberta Societies Act,* may be a member of the Organization, shall be a resident of Canada, and shall be of legal age.

Directors of the Organization commit themselves to ethical, businesslike and lawful conduct, including proper use of authority and decorum when acting as Directors. Accordingly, Directors must be able to represent un-conflicted loyalty to the interests of all the Organization's members. This accountability supersedes any conflicting loyalty such as to advocacy or interest groups, and membership on other boards. It also supersedes the personal interest of any Director acting as a participant in the Organization's services or who has a family member who is a participant in the Organization's services.

Directors will be recruited based upon their demonstrated ability to contribute significantly to the leadership of the Organization and to fulfill their statutory fiduciary responsibilities. The core competencies that ideally will be reflected in the Board as a whole are:

- Knowledge of strategic and business planning;
- Human resources management expertise;
- Legal and risk management expertise;
- Business and corporate experience, including expertise in financial management; and
- Demonstrated leadership skills in the non-profit sector or other endeavors.

All candidates for election as a Director will complete and submit a Candidate Qualification Form (Attachment 'B').

Attachment "B"

CANDIDATE QUALIFICATION FORM

This form must be submitted to the Organization by the date of _____

This form is to be completed by any person nominated for election as a Director with the Organization. To be eligible for nomination, a person must:

- Be of legal age
- Be a resident of Canada
- Be a member of the Organization (this is not always a requirement)
- Have the endorsement of the Nominations Committee

Name of Candidate: _____

Address: _____

_____

Phone Number(s): _____

Email Address: _____

1. **Please provide a brief summary of your experience in the sport.**

2. **Please provide a brief summary of your experience in associations engaged with the sport.**

3. **Please provide a brief summary of any previous experience with the Organization.**

4. **Please provide a brief summary of your experience with other voluntary or community organizations.**

5. **Please highlight additional skills or competencies that would contribute to the effective leadership and governance of the Organization**

_____ _____

Signature Date

Candidate Endorsement

The Nominations Committee hereby endorses _____ as a candidate for election as a Director with the Organization.

_____ _____

Chair of Nominations Committee (Name) Signature

_____

Date

Template – Finance and Audit Committee Terms of Reference

"Organization" refers to: _____

	Finance and Audit Committee
Mandate	The Finance and Audit Committee is a standing committee of the Board of the Organization. It is responsible for oversight related to corporate auditing and report, financial policies and strategies, and financial risk management.
Key Duties	The Committee will perform the following key duties: • Advise the Board on compliance with legal and regulatory requirements. • Determine the adequacy of the Organization's internal financial controls and procedures for financial reporting to the Board, Members, and funding agencies. • Develop and oversee the implementation of financial policies to safeguard the Organization's assets and revenue streams. • Review and approve the scope of the annual audit and audit fees to be paid, and annually recommend the appointment of an auditor at the Annual General Meeting. • Ensure that any problems, issues or concerns raised by the auditor are promptly and satisfactorily addressed by the Board. • As required, receive reports and advise the Board on any material government investigation, litigation, contractual dispute, or legal matter. • Advise the Board on risk management and insurance policies and programs. • Work with staff to review and assess budgets and advise on budget recommendations to the Board. • Provide expertise to enhance the quality of Board discussion on financial matters and facilitate effective Board financial decision-making. • Additional duties as may be delegated to the Committee by the Board from time to time. The Committee will have the authority to conduct investigations and to retain, with the approval of the Board and at the expense of the Organization, the services of outside resources, including legal counsel or other experts.
Authority	The Committee will exercise its authority in accordance with the Bylaws and such additional provisions as are set out in this Terms of Reference and will do so without interference from the Board. The Committee is a limited agent of the Board in relation to audit matters and is an active advisor to the Board on all other financial matters. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of the Treasurer (who will Chair the Committee) and three additional persons who are appointed by the Board at the Annual General Meeting or at a meeting of the Board. At least one member of the Committee will be

	a CA, CGA, CMA or its equivalent, or will be financially literate as interpreted by the Board in its business judgment. Members of the Committee will serve terms of two years, which may be renewed by the Board.
Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary resources from the Organization to fulfill its mandate. The Committee may, from time to time, receive administrative support from the Organization.
Reporting	As a standing committee of the Organization, the Committee operates independently of management and the Board. Status reports at a meeting of the Board, or full reports at a meeting of the Members, shall be presented by the Chair.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	The provisions of the Bylaws as they relate to the Finance and Audit Committee will also apply.

Template – Coaches Committee Terms of Reference

"Organization" refers to: _____

	Coaches Committee
Mandate	The Coaches Committee is an operating committee of the Organization. It is responsible for the guidance and direction of the Organization's National Coaches Certification Program (NCCP), which is the recognized national standard for coach training and certification in Canada, delivered through NCCP workshops that are designed to meet the needs of all types of coaches.
Key Duties	The Committee will perform the following key duties: • Budget submissions, program planning, and the development of technical materials for coaches. • Establish the minimum standards of coach certification • Communicate with coaching coordinators from member associations. • Assist with the development of program delivery. • Oversee coaching registration. • Submit recommendations related to coach development, certification, and program delivery.
Authority	The Committee is an advisor to the Board on matters related to coaching. The Committee, with approval from the Board, may establish sub-committees or Task Forces to deal with specific issues in relation to the mandate of the Committee.
Composition	The Committee will be composed of the following individuals: • Coaches Chair (appointed by the Board) • Other individuals appointed by the Board, as appropriate
Meetings	The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.
Resources	The Committee will receive the necessary resources from the Organization to fulfill its mandate. The Committee may, from time to time, receive administrative support from the Organization.
Reporting	The Committee will report at every meeting of the Board and will submit a written report at every meeting of the Members.
Approval and Review	The Board will review these Terms of Reference on a regular basis, with input from the Committee as required.
Other	The provisions of the Bylaws as they relate to the Coaches Committee will also apply.

SECTION VIII - COMPLAINT MANAGEMENT

If a Member has a complaint about the operation of the organization or about another Member (such as a coach) there are few obvious mechanisms by which the complaint can be resolved. The Member may not want to complain to the Board because of a perception of conflict of interest, or because the complaint might be about a Director. The Member may feel there is no possible resolution and become a 'problem Member' – creating distrust or discomfort throughout the organization.

The first and best way to resolve Member complaints and issues is through mediation. The second best way to resolve Member complaints is through a formal hearing process. Both of these mechanisms should be described in policies created by the organization.

Receiving a Complaint

Each organization must have a clear procedure for reporting a complaint. Complaints can range from criticizing possible misspending of the organization's funds to an issue with a coach of a recreational team. There must be a clear process for how any complaint can be addressed.

The Sport Dispute Resolution Centre of Canada (SDRCC) is an organization that acts as an administrator of disputes primarily for national sport organizations. But the SDRCC published a brochure that is useful for *all* types of organizations (including local clubs). The brochure is titled "*Main Causes of Disputes and Prevention Strategies: A must for sport administrators*" and it reviews five common causes of disputes and suggests tips/solutions for avoiding each dispute:

Cause: Complainant perceives an injustice

- Clear, well-founded, fair and transparent decision-making process
- Respect of the principles of natural justice (impartiality and the right to be heard)
- Clear policy on conflicts of interest

Cause: Decision-maker in conflict of interest

- Clear policy on conflicts of interest
- Control mechanisms / approval involving several individuals
- Decisions compliant with policies and rules

Cause: Decision-maker without proper authority or competence

- Decisions compliant with policies and rules
- Responsibilities matching knowledge/skills
- Training of volunteers

Cause: Decision-maker unfamiliar with policy or misinterpreting it

- Training of volunteers
- Well-written policies
- Communication of policies

Cause: Decision-making inconsistent over time

- Transition process and knowledge transfer
- Well-kept minute books
- Archiving of documents [1]

A running theme throughout the SDRCC brochure is the recommendation that sport organizations use applicable and well-written policies. Policies are needed to guide both the organization and the members toward a fair process for resolving a dispute.

[1] Adapted from *Main Causes of Disputes and Prevention Strategies: A must for sport administrators* published by the CRDSC SDRCC and accessible at http://www.crdsc-sdrcc.ca/eng/documents/CRDSC_brochure_onglets_ANG-low.pdf

Policies

Template – Dispute Resolution Policy. A *Dispute Resolution Policy* should describe to whom the Member would report the dispute or complaint and what process should be attempted first to mediate or resolve the dispute informally. The policy should be posted on the organization's website and every Member should know that it exists. Sport organizations will want to designate a volunteer or Director to act as the point of first contact whenever a Member has a dispute or complaint. This person must act independently from the Board of Directors (which is more difficult when the person is a Director, but not impossible) and be able to guide both parties toward a resolution without needing to have a hearing.

For example, a parent may have a complaint about a coach who is not providing sufficient playing time to an athlete. The parent would report the complaint to the designated individual, who would decide the best procedure to resolve the situation. Depending on the circumstances, the coach might be approached independently, the parent might be encouraged to reach out to the coach, or both parties could be asked to sit down with a third-party mediator. The designated individual would be guided in this process by the *Dispute Resolution Policy*.

If mediation failed to resolve the dispute informally, the organization can direct the dispute to a formal hearing process. This process is explained in the **Template – Discipline and Complaints Policy**. This policy involves a 'Discipline Chair' (another person independent of the Board) who can resolve minor incidents quickly and issue sanctions. If the dispute is a major incident, or if one of the parties does not like the Discipline Chair's decision, the Discipline Chair would appoint a neutral third-party to serve as Case Manager for the complaint. This person can be a volunteer, or someone hired by the organization. If the complaint moves forward, the Case Manager will appoint a neutral third-party to serve as a Panel. The Panel can also be a volunteer, or someone hired by the organization, but should have experience in dispute resolution and no appearance of bias when making the final decision. Importantly, decisions are not designed to 'please everyone'. Occasionally a decision will find a compromise between the parties' positions but often the decision will either be to reject the complaint or dispute or allow the complaint or dispute and provide a remedy (not necessarily the remedy requested by the complainant).

Complaints or disputes that are submitted to be handled under the *Discipline and Complaints Policy* should be clear about the following:

1. The party making the complaint / submitting the dispute
2. The party being complained about / who made the decision being disputed
3. The reasons for the complaint / dispute
4. The suggested remedy (what the party wants)

If the decision-making process was handled improperly there might be cause for one of the parties to appeal the decision under the terms of the organization's appeal policy. **Template – Appeal Policy**. Not every organization will have an appeal policy or desire to handle appeals on its own. There may be a role for the local organization to coordinate with the provincial/territorial association and have the Provincial/Territorial Sport Organization

hear any appeals of local organization decisions. Still, the appeal must be made on 'appealable grounds' (described in the policy). One party may not appeal a decision simply because they did not like it.

Jurisdiction

All parties, in fact all Members of the organization, must be aware that they are under the jurisdiction of the organization and are bound by the organization's decisions – provided these decisions are made fairly and with due process. Sport organizations are 'private tribunals' which means that they are empowered to determine their own rules for membership, to determine criteria for membership (like paying a fee), and to discipline Members when those Members do not meet certain obligations. In return, the Members determine the purpose and objectives of the organization, approve amendments to Bylaws, and elect Directors.

Members of the organization therefore, by agreeing to become Members, also agree to abide by the organization's Bylaws, policies and procedures. It may come as a surprise to some Members that they can be disciplined or fined by the organization – but provided the policies allow for it, and it is done fairly and with due process, it is a possibility.

Depending on what the organization's Bylaws say, and what the Bylaws of the Provincial/Territorial Sport Organization (PTSO) say, a Member of a local sport organization may also be a member or a 'registrant' of the PTSO. This means that the individual is also under the jurisdiction of the provincial/territorial organization. The PTSO may get involved in complaints or disputes of particular seriousness, issues involving boundary rules or multiple local associations, or in the application of the PTSO's rules onto the local association. Rarely does the National Sport Organization (NSO) become involved in a local association matter but it could be argued that the NSO has jurisdiction as well.

Code of Conduct and Ethics

One of the main ways in which individual members will feel the jurisdiction of the organization's policies is by adhering to the organization's *Code of Conduct and Ethics*. **Template – Code of Conduct and Ethics**. The *Code of Conduct and Ethics* describes how individuals are expected to act as representatives of the organization. All individuals must agree to certain behaviour standards and, further, additional behaviour standards depending on their role with the organization (i.e., as an athlete, coach, Director, official, etc.). Even parents of athletes are expected to behave within a certain standard at events and towards coaches or other representatives of the organization. Importantly, Members are also expected to meet behavioural standards even when acting outside of organization activities. That is, a Member can be disciplined by the association for failing to follow the *Code of Conduct and Ethics* at school, at work, or online.

As of February 2021, the Canadian amateur sport sector has welcomed the publication of version 5.1 of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport ("UCCMS"). This new Code was developed after months of consultation with stakeholder from around the country. The UCCMS currently only applies to federally-funded sport organizations – but it is useful for provincial/territorial and local associations to begin to update and align their policies and behaviour requirements with the national standard. The 1st Edition of this manual contains a *Code of Conduct and Ethics* that includes the definition of 'Maltreatment' (and other definitions) that have been adapted from the UCCMS.

Investigations

Some complaints may be of such serious nature that they need to be investigated and/or reported to a governing body. It is recommended that organizations have an *Investigations Policy* (**Template – Investigations**

Policy) that can help guide an investigation into complaints that are related to harassment, discrimination, and maltreatment.

Template – Discipline and Complaints Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Alternative Dispute Resolution –*** A method of resolving the dispute (such as by mediation, negotiated settlement, or other agreement between the Parties) that does not involve a formal process (e.g., a decision-making panel is not required)
    b) ***Athlete*** – Includes any individual who is registered to compete for the Organization
    c) ***Case Manager*** – An individual appointed by the Organization to administer this *Discipline and Complaints Policy*. The Case Manager does not need to be a member of, or affiliated with, the Organization
    d) ***Complainant*** – An Individual or observer who makes a report of an incident, or a suspected incident, of Maltreatment or other behaviour that is a violation of the standards described in the *Code of Conduct and Ethics*
    e) ***Days*** – Days including weekends and holidays
    f) ***Discipline Chair*** – An individual appointed to handle the duties of the Discipline Chair
    g) ***Discrimination*** – As defined in the *Code of Conduct and Ethics*
    h) ***Harassment*** – As defined in the *Code of Conduct and Ethics*
    i) ***Individuals*** – Refers to all categories of members and/or registrants defined in the Bylaws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
    j) ***Maltreatment*** – As defined in the *Code of Conduct and Ethics*
    k) ***Minor*** – Any Individual who is under the age of majority at the time and in the jurisdiction where the alleged Maltreatment has occurred. Adults are responsible for knowing the age of majority and the age of the individual
    l) ***Respondent*** – The Party responding to a complaint
    m) ***Sexual Harassment*** – As defined in the *Code of Conduct and Ethics*
    n) ***Workplace Harassment*** – As defined in the *Code of Conduct and Ethics*
    o) ***Workplace Violence*** – As defined in the *Code of Conduct and Ethics*

Purpose

2. Individuals are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with the Organization's policies, Bylaws, rules and regulations, and *Code of Conduct and Ethics*. Non-compliance may result in sanctions pursuant to this Policy.

Application of this Policy

3. This Policy applies to all Individuals.

4. This Policy applies to matters that may arise during the Organization's business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with the Organization's activities, and any meetings.

5. This Policy also applies to Individuals' conduct outside of the Organization's business, activities, and events when such conduct adversely affects relationships within the Organization (and its work and sport

environment), is detrimental to the image and reputation of the Organization, or upon the acceptance of the Organization. Applicability will be determined by the Organization at its sole discretion.

6. This Policy applies to alleged breaches of the *Code of Conduct and Ethics* by Individuals who have retired from the sport where any claim regarding a potential breach of the *Code of Conduct and Ethics* occurred when the Individual was active in the sport. In addition, this Policy will apply to breaches of the *Code of Conduct and Ethics* that occurred when the Individuals involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Individual(s).

7. In the event that it is considered appropriate or necessary on the basis of the circumstances, immediate discipline or the imposition of a sanction may be applied, after which further discipline or sanctions may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions may be for the duration of the competition, training, activity, or event only.

8. In addition to being subject to disciplinary action pursuant to this *Discipline and Complaints Policy*, an employee of the Organization who is a Respondent to a complaint may also be subject to consequences in accordance with the employee's Employment Agreement or policies for human resources, if applicable.

Minors

9. Complaints may be brought for or against an Individual who is a Minor. Minors must have a parent/guardian or other adult serve as their representative during this process.

10. Communication from the Discipline Chair or Case Manager, as applicable, must be directed to the Minor's representative.

11. A Minor is not required to attend an oral hearing, if held.

Reporting a Complaint

12. Any person may report a complaint to the Organization or to the Organization's Case Manager:

[Insert Organization Name and Contact and that of Case Manager]

13. A flowchart for the complaint process is provided as **Appendix A – Complaint Flowchart**, and sample scenarios are provided in **Appendix B – Discipline and Complaints Policy Scenarios**.

14. At the discretion of the Organization, the Organization may act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, the organization will identify an individual to represent the Organization.

15. Complaints or incident reports should be made in writing and the person making the complaint may contact the Case Manager for direction. The Case Manager may accept any report, in writing or not, at their sole discretion.

Case Manager Responsibilities

16. Upon receipt of a complaint, the Case Manager shall determine whether the complaint is frivolous and/or within the jurisdiction of this Policy.

17. If the Case Manager determines the complaint is frivolous and/or outside the jurisdiction of this Policy, the complaint will be dismissed immediately. The Case Manager's decision to accept or dismiss the complaint may not be appealed.

18. If the Case Manager determines that the complaint is valid and within the jurisdiction of this Policy, the Case Manager shall determine whether the complaint should be handled by the Organization or by another organization with jurisdiction (such as a Provincial/Territorial Sport Organization).

19. The Case Manager shall make this determination by taking into consideration which organization's relationships are adversely affected or which organization's image or reputation will be detrimentally affected by the incident.

20. The Case Manager may determine that the alleged incident may contain an element of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, or Maltreatment that justifies the appointment of an Investigator in accordance with the *Investigations Policy – Discrimination, Harassment, and Maltreatment*.

21. Upon receipt of a complaint, the Case Manager has a responsibility to:
    a) Determine whether the complaint is frivolous and/or within the jurisdiction of this Policy,
    b) Determine the appropriate jurisdiction to manage the complaint,
    c) Determine whether the alleged incident may contain an element of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, or Maltreatment. The Case Manager may also appoint an Investigator to investigate the complaint in accordance with the *Investigations Policy – Discrimination, Harassment, and Maltreatment*, and/or
    d) Choose which process should be followed, Process #1 or Process #2:

        Process #1 – the Complainant alleges the following incidents:
        i. Disrespectful, abusive, racist, or sexist comments or behaviour
        ii. Disrespectful conduct
        iii. Minor incidents of violence (e.g., tripping, pushing, elbowing)
        iv. Conduct contrary to the values of the Organization
        v. Non-compliance with the organization's policies, procedures, rules, or regulations
        vi. Minor violations of the *Code of Conduct and Ethics, Social Media Policy,* or *Athlete Protection Policy*

        Process #2 – the Complainant alleges the following incidents:
        i. Repeated minor incidents
        ii. Any incident of hazing
        iii. Behaviour that constitutes Harassment, Sexual Harassment, or sexual misconduct
        iv. Major incidents of violence (e.g., fighting, attacking, sucker punching)
        v. Pranks, jokes, or other activities that endanger the safety of others
        vi. Conduct that intentionally interferes with a competition or with any athlete's preparation for a competition
        vii. Conduct that intentionally damages the organization's image, credibility, or reputation
        viii. Consistent disregard for the organization's bylaws, policies, rules, and regulations
        ix. Major or repeated violations of the *Code of Conduct and Ethics, Social Media Policy,* or *Athlete Protection Policy*
        x. Intentionally damaging the organization's property or improperly handling the organization's monies

xi. Abusive use of alcohol, any use or possession of alcohol or cannabis by Minors, or use or possession of illicit drugs and narcotics
xii. A conviction for any *Criminal Code* offense
xiii. Any possession, use, trafficking, or administration of prohibited substances or prohibited methods as indicated on the version of the World Anti-Doping Agency's Prohibited List currently in force

PROCESS #1: HANDLED BY DISCIPLINE CHAIR

Process #1: Discipline Chair

22. Following the determination that the complaint or incident should be handled under Process #1, the Case Manager will appoint a Discipline Chair who may:
    a) Make a decision,
    b) Ask the Complainant and the Respondent for either written or oral submissions regarding the complaint or incident, or
    c) Convene the Parties to a meeting, either in person or by way of video or teleconference in order to ask the Parties questions.

23. Thereafter, the Discipline Chair shall determine if a breach occurred; if so, if one or more of the following sanctions should be applied:
    a) A verbal or written reprimand,
    b) A verbal or written apology,
    c) A service or other contribution to the Organization,
    d) Removal of certain privileges,
    e) Suspension from certain teams, events, and/or activities for a designated period, or
    f) Any other sanction considered appropriate for the offense.

24. The Discipline Chair will inform the Parties of the decision, which will take effect immediately.

25. Records of all sanctions will be maintained by the Organization. The Organization will disclose all decisions to the applicable Provincial/Territorial Sport Organization, which may further disclose such decisions at its discretion.

Process #1: Request for Reconsideration

26. If there is no sanction, the Complainant may contest the non-sanction by informing the Discipline Chair, within five (5) Days of receiving the decision, that the Complainant is not satisfied with the decision. The initial complaint or incident will then be handled under Process #2 of this Policy.

27. If there is a sanction, the Respondent may contest the sanction by submitting a Request for Reconsideration within five (5) Days of receiving the sanction. In the Request for Reconsideration, the Respondent must indicate:
    a) Why the sanction is inappropriate,
    b) Summary of evidence that the Respondent will provide to support the Respondent's position, and
    c) What penalty or sanction (if any) would be appropriate.

28. Upon receiving a Request for Reconsideration, the Discipline Chair may decide to accept or reject the Respondent's suggestion for an appropriate sanction.

29. Should the Discipline Chair accept the Respondent's suggestion for an appropriate sanction, that sanction will take effect immediately.

30. Should the Discipline Chair not accept the Respondent's suggestion for an appropriate sanction, the initial complaint or incident will be handled under Process #2 of this Policy.

PROCESS #2: HANDLED BY CASE MANAGER

Process #2: Case Manager

31. Following the determination that the complaint or incident should be handled under Process #2, the Case Manager has a responsibility to:
    a) Propose the use of the *Dispute Resolution Policy*,
    b) Appoint the Discipline Panel, if necessary,
    c) Coordinate all administrative aspects and set timelines,
    d) Provide administrative assistance and logistical support to the Discipline Panel as required, and
    e) Provide any other service or support that may be necessary to ensure a fair and timely proceeding.

32. The Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.

33. The Case Manager may propose using Alternative Dispute Resolution with the objective of resolving the dispute. (See *Dispute Resolution Policy*.) If applicable, and if the dispute is not resolved, or if the Parties refuse to attempt Alternative Dispute Resolution (such as mediation or a negotiated settlement), the Case Manager will appoint a Discipline Panel, which shall consist of a single Arbitrator, to hear the complaint. At the discretion of the Case Manager, a Discipline Panel of three persons (who are not in a conflict of interest) may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Discipline Panel's members to serve as the Chair.

34. The Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be an oral in-person hearing, an oral hearing by telephone or other communication medium, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Discipline Panel deem appropriate in the circumstances, provided that:
    a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing or an oral hearing by telephone or other communication medium,
    b) Copies of any written documents which the Parties wish to have the Discipline Panel consider will be provided to all Parties, through the Case Manager, in advance of the hearing,
    c) The Parties may engage a representative, advisor, or legal counsel at their own expense,
    d) The Discipline Panel may request that any other individual participate and give evidence at the hearing,
    e) The Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious, and shall place such weight on the evidence as it deems appropriate, or
    f) The decision will be by a majority vote of the Discipline Panel.

35. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.

36. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.

37. If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in their own right, that party will become a Party to the current complaint and will be bound by the decision.

38. In fulfilling its duties, the Discipline Panel may obtain independent advice.

Process #2: Decision

39. After hearing the matter, the Discipline Panel will determine whether an infraction has occurred and, if so, the sanctions to be imposed. Within fourteen (14) Days of the hearing's conclusion, the Discipline Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Organization. In extraordinary circumstances, the Discipline Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued before the end of the fourteen (14) Day period. The decision will be considered a matter of public record unless decided otherwise by the Discipline Panel.

Process #2: Sanctions

40. The Discipline Panel may apply the following disciplinary sanctions, singularly or in combination:
    a) A verbal or written reprimand,
    b) A verbal or written apology,
    c) Service or other contribution to the Organization,
    d) Removal of certain privileges,
    e) Suspension from certain teams, events, and/or activities,
    f) Suspension from certain activities for a designated period,
    g) Payment of the cost of repairs for property damage,
    h) Suspension of funding from the organization or from other sources,
    i) Expulsion from the organization, and/or
    j) Any other sanction considered appropriate for the offense.

41. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in an automatic suspension until such time as compliance occurs.

42. Records of all sanctions will be maintained by the Organization. The Organization will disclose all decisions to the applicable Provincial/Territorial Sport Organization, which may further disclose such decisions at its discretion.

Process #2: Appeals

43. The decision of the Discipline Panel may be appealed in accordance with the *Appeal Policy*.

Suspension Pending a Hearing

44. The Organization may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of a criminal process, the hearing, or a decision of the Discipline Panel.

Criminal Convictions

45. The Organization may determine in its sole discretion that an Individual's conviction for a *Criminal Code* offense will be deemed an infraction under this Policy and will result in expulsion from the Organization. *Criminal Code* offences may include, but are not limited to:
    a) Any child pornography offences,
    b) Any sexual offences,
    c) Any offence of physical violence,

d) Any offence of assault, or
e) Any offence involving trafficking of illegal drugs.

Confidentiality

46. The discipline and complaints process is confidential and involves only the Parties, the Case Manager, the Discipline Panel, and any independent advisors to the Discipline Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

47. Any failure to respect the aforementioned confidentiality requirement may result in further sanctions or discipline by the Discipline Chair or Discipline Panel (as applicable).

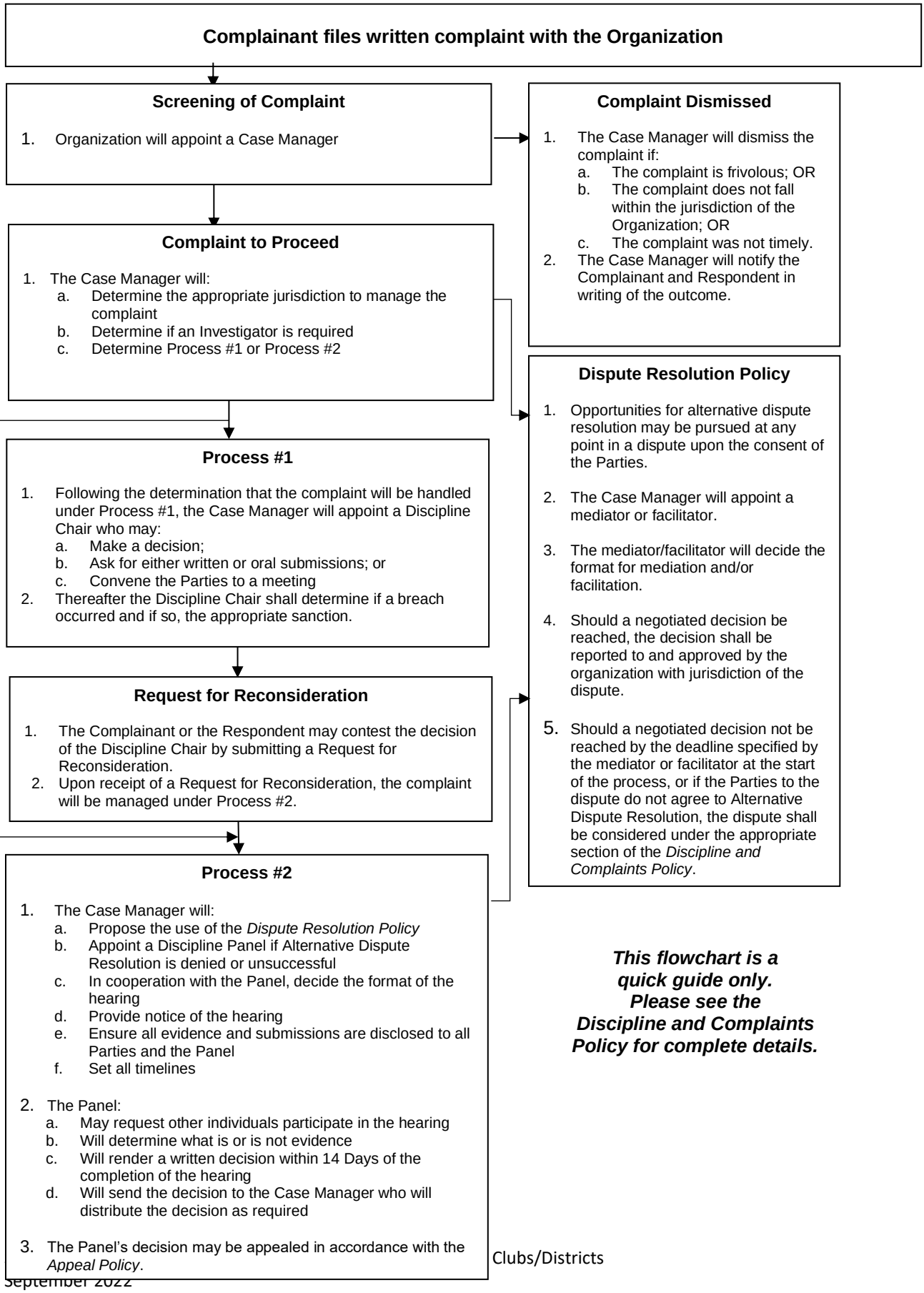
Timelines

48. If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Case Manager may direct that these timelines be revised.

Records and Distribution of Decisions

49. Other individuals or organizations, including but not limited to, national sport organizations, provincial/territorial sport organizations, sport clubs, etc., may be advised of any decisions rendered in accordance with this Policy.

Appendix A – Discipline and Complaints Policy Flowchart



This flowchart is a quick guide only. Please see the Discipline and Complaints Policy for complete details.

Appendix B – Discipline and Complaints Policy Scenarios

SCENARIO #1
Player A is 12 years old and reported to her coach that Player B pushed her during a practice. Following a discussion with Player A, the coach learns that Player B has been consistently bullying Player A for most of the season.

RESOLUTION
The coach should have a discussion with the team and with Player A and Player B independently (with a parent or guardian present) expressing their concern relating to the alleged inappropriate conduct and expected conduct standards. The coach should also be very descriptive, without opinion, on the options available to Player A with respect to filing a formal complaint or informal mediation options.

SCENARIO #2
Player A's parents become aware of the bullying and physical interactions between their child and Player B. In their view, the coach did not do enough to address the incidents. The bullying still continued! The parents want to make sure their child is never harmed again – and the coach should have done more!

RESOLUTION
The parents can file a complaint with the Organization. They should review the *Code of Conduct and Ethics*. Their complaint should reference which sections of the Code the athlete allegedly violated and which sections of the Code the coach allegedly violated. The Organization appoints a Case Manager.

The Case Manager asks the Parties if they are open to using the *Dispute Resolution Policy* to attempt to resolve the dispute. If not, the Case Manager determines if this is a minor incident or a major incident. This scenario appears to be a minor incident so the Case Manager would follow Process #1 of the *Discipline and Complaints Policy*. Someone from the Organization or Member would be appointed as a Discipline Chair. The Chair can either ask all Parties (parents, Player B (via her parents), and the coach) for an oral or written submission, or the Chair can decide to convene a meeting with everyone.

After hearing from everyone, the Chair makes a decision. If either Party disagrees with the decision, they can submit a 'Request for Reconsideration'. If that happens, the Case Manager begins Process #2 of the *Discipline and Complaints Policy* and appoints a neutral independent Discipline Panel. All Parties make submissions to the Panel and a formal decision is made.

Template – Investigations Policy – Discrimination, Harassment and Maltreatment

Definitions

1. The following terms have these meanings in this Policy
    a) ***Case Manager*** – An individual appointed by the Organization to administer this *Discipline and Complaints Policy*. The Case Manager does not need to be a member of, or affiliated with, the Organization
    b) ***Complainant*** – An Individual or observer who makes a report of an incident, or a suspected incident, of Maltreatment or other behaviour that is a violation of the standards described in the *Code of Conduct and Ethics*
    c) ***Discrimination*** – As defined in the *Code of Conduct and Ethics*
    d) ***Harassment*** – As defined in the *Code of Conduct and Ethics*
    e) ***Individuals*** – Refers to all categories of members and/or registrants defined in the Bylaws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
    f) ***Maltreatment*** – As defined in the *Code of Conduct and Ethics*
    g) ***Minor*** – Any Individual who is under the age of majority at the time and in the jurisdiction where the alleged Maltreatment has occurred. Adults are responsible for knowing the age of majority and the age of the individual
    h) ***Respondent*** – The Party responding to a complaint
    i) ***Sexual Harassment*** – As defined in the *Code of Conduct and Ethics*
    j) ***Workplace*** – Any place where business or work-related activities are conducted. Workplaces include, but are not limited to, the office of the Organization, work-related social functions, work assignments outside offices, work-related travel, the training and competition environment, and work-related conferences or training sessions
    k) ***Workplace Harassment*** – As defined in the *Code of Conduct and Ethics*
    l) ***Workplace Violence*** – As defined in the *Code of Conduct and Ethics*

Purpose

2. The Organization is committed to eliminating all instances of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Maltreatment within its operations and activities. This Policy describes how reports of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Maltreatment will be investigated.

Determination and Disclosure

3. When a complaint is submitted pursuant to the *Discipline and Complaints Policy*, the Case Manager will determine if such complaint is related to an instance of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, or Maltreatment, or any other matter requiring investigation.

4. The Organization will adhere to all disclosure and reporting responsibilities required by any government entity, local police force, or child protection agency.

Investigation

5. Complaints that are determined to contain an element of Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, and Maltreatment, or any other matter deemed relevant by the Case Manger will continue to be addressed by the process(es) described in the *Discipline and Complaints Policy*. However, the Case Manager may also appoint an Investigator to investigate the

allegations.

6. The Investigator must be an independent third party skilled in investigating. The Investigator must not be in a conflict of interest situation and should have no connection to either party.

7. Federal and/or Provincial/Territorial legislation related to Workplace Harassment may apply to the investigation if Harassment was directed toward a worker in a Workplace. The Investigator should review workplace safety legislation, the organization's policies for human resources, and/or consult independent experts to determine whether legislation applies to the complaint.

8. The investigation may take any form as decided by the Investigator, guided by any applicable Federal and/or Provincial/Territorial legislation. The investigation may include:
    a) Interviews with the Complainant
    b) Witness interviews
    c) Statement of facts (Complainant's perspective) prepared by Investigator, acknowledged by the Complainant and provided to the Respondent
    d) Interviews with the Respondent
    e) Statement of facts (Respondent's perspective) prepared by Investigator, acknowledged by the Respondent and provided to the Complainant

Investigator's Report

9. Upon completion of their investigation, the Investigator shall prepare a report that should include a summary of evidence from the Parties (including both statements of facts, if applicable) and recommendations from the Investigator of whether, on a balance of probabilities, an incident occurred that could be considered Discrimination, Harassment, Workplace Harassment, Workplace Violence, Sexual Harassment, or Maltreatment, or breach of a governing document, including, but not limited to, the *Code of Conduct and Ethics*.

10. The Investigator's Report will be provided to the Case Manager who will disclose it, at their discretion, to the Organization.

11. Should the Investigator find that there are possible instances of offence under the *Criminal Code*, particularly related to Criminal Harassment (or Stalking), Uttering Threats, Assault, Sexual Interference, or Sexual Exploitation, the Investigator shall advise the Complainant and the Organization to refer the matter to police.

12. The Investigator must also inform the Organization of any findings of criminal activity. The Organization may decide whether to report such findings to police but is required to inform police if there are findings related to the trafficking of prohibited substances or methods (as indicated in the version of the World Anti-Doping Agency's Prohibited List currently in force), any sexual crime involving Minors, fraud against the Organization, or other offences where the lack of reporting would bring the Organization into disrepute.

Reprisal and Retaliation

13. An Individual who submits a complaint to the Organization or who gives evidence in an investigation may not be subject to reprisal or retaliation. Any such conduct may constitute Maltreatment and will be subject to disciplinary proceedings pursuant to the *Discipline and Complaints Policy*.

False Allegations

14. An Individual who submits allegations that the Investigator determines to be malicious, false, or for the

purpose of retribution, retaliation or vengeance (or that otherwise fall within the definition of Maltreatment) may be subject to a complaint under the terms of the *Discipline and Complaints Policy* and may be required to pay for the costs of any investigation that comes to this conclusion. The Organization or the Individual against whom the allegations were submitted, may act as the Complainant.

Confidentiality

15. The Investigator will make every effort to preserve the confidentiality of the Complainant, Respondent, and any other party. However, the Organization and its Members recognize that maintaining anonymity of any party may be difficult for the Investigator during the investigation.

Template – Dispute Resolution Policy

"Organization" refers to: _____

Definitions

1. The following term has this meaning in this Policy:
    a) ***Alternative Dispute Resolution –*** A method of resolving the dispute (such as by mediation, negotiated settlement, or other agreement between the Parties) that does not involve a formal process (e.g., a decision-making panel is not required)
    b) ***Individuals*** – Refers to all categories of members and/or registrants defined in the Bylaws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers

Purpose

2. The Organization supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. Alternate Dispute Resolution also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.

3. The Organization encourages all Individuals to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The Organization believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

Application of this Policy

4. This Policy applies to all Individuals.

5. Opportunities for Alternate Dispute Resolution may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

Facilitation and Mediation

6. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator, acceptable to all parties, shall be appointed to mediate or facilitate the dispute.

7. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated and shall specify a deadline before which the parties must reach a negotiated decision.

8. Should a negotiated decision be reached, the decision shall be reported to, and approved by, the Organization. Any actions that are to take place as a result of the decision shall be enacted on the timelines specified by the negotiated decision, pending the Organization's approval.

9. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator at the start of the process, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of the *Discipline and Complaints Policy* or *Appeal Policy,* as applicable.

Final and Binding

10. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.

Template – Appeal Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Affected Party*** – Any individual or entity, as determined by the Appeal Manager, who may be affected by a decision rendered under the *Appeal Policy* and who may have recourse to an appeal in their own right
    b) ***Appellant*** – The Party appealing a decision
    c) ***Appeal Manager*** – An individual, who may be any staff member, committee member, volunteer, Director, or an independent third party, who is appointed to oversee the *Appeal Policy*. The Appeal Manager will have responsibilities that include using decision-making authority empowered by the *Appeal Policy*
    d) ***Days*** – Days including weekends and holidays
    e) ***Individuals*** – Refers to all categories of members and/or registrants defined in the Bylaws of the Organization who are subject to the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
    f) ***Minor*** – Any Individual who is under the age of majority at the time and in the jurisdiction where the alleged Maltreatment has occurred. Adults are responsible for knowing the age of majority and the age of the individual
    g) ***Parties*** – The Appellant, Respondent, and any Affected Parties
    h) ***Respondent*** – The body whose decision is being appeal

Purpose

2. This *Appeal Policy* provides Individuals with a fair and expedient appeal process.

Scope and Application of this Policy

3. This Policy applies to all Individuals.

4. Any Individual who is directly affected by a decision by the Organization shall have the right to appeal that decision provided there are sufficient grounds for the appeal under the 'Grounds for Appeal' section of this Policy.

5. A flowchart of the appeal process is provided as **Appendix A – Appeal Flowchart**. Sample scenarios are provided in **Appendix B – Appeal Policy Scenario**.

6. This Policy **will apply** to decisions relating to:
    a) Eligibility
    b) Selection
    c) Conflict of Interest
    d) Discipline
    e) Membership

7. This Policy **will not apply** to decisions relating to:
    a) Employment
    b) Infractions for doping offenses

c) The rules of the sport
d) Selection criteria, quotas, policies, and procedures established by entities other than the Organization
e) Substance, content and establishment of team selection criteria
f) Volunteer/coach appointments and the withdrawal or termination of those appointments
g) Budgeting and budget implementation
h) The Organization's operational structure and committee appointments
i) Decisions or discipline arising within the business, activities, or events organized by entities other than the Organization (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by the Organization at its sole discretion)
j) Commercial matters for which another appeals process exists under a contract or applicable law
k) Decisions made under this Policy

Timing of Appeal

8. Individuals who wish to appeal a decision have seven (7) Days from the date on which they received notice of the decision to submit, in writing to the Organization, the following:
    a) Notice of the intention to appeal
    b) Contact information and status of the Appellant
    c) Name and contact information of the Respondent and any Affected Parties, when known to the Appellant
    d) Date the appellant was advised of the decision being appealed
    e) A copy of the decision being appealed, or description of decision if written document is not available
    f) Grounds for the appeal
    g) Detailed reasons for the appeal
    h) All evidence that supports these grounds
    i) Requested remedy or remedies
    j) An administration fee of two hundred dollars ($200), which will be refunded if the appeal is upheld

9. An Individual who wishes to initiate an appeal beyond the seven (7) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the seven (7) day period will be at the sole discretion of the Appeal Manager and may not be appealed.

Grounds for Appeal

10. A decision cannot be appealed on its merits alone. An appeal may only be heard if there are sufficient grounds for appeal. Sufficient grounds include the Respondent:
    a) Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents) to make
    b) Failed to follow its own procedures (as set out in the Respondent's governing documents)
    c) Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
    d) Failed to consider relevant information or took into account irrelevant information in making the decision
    e) Made a decision that was grossly unreasonable

11. The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the 'Grounds for Appeal' section of this Policy and that this error had, or may reasonably have had, a material effect on the decision or decision-maker.

Screening of Appeal

12. Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), the Organization and the Appellant may first determine the appeal to be considered under the *Dispute Resolution Policy*.

13. Appeals resolved by mediation under the *Dispute Resolution Policy* will cause the administration fee to be refunded to the Appellant.

14. Should the appeal not be resolved by using the *Dispute Resolution Policy*, the Organization will appoint an independent Appeal Manager (who must not be in a conflict of interest) who has the following responsibilities:
    a) Determine if the appeal falls under the scope of this Policy
    b) Determine if the appeal was submitted in a timely manner
    c) Decide whether there are sufficient grounds for the appeal

15. If the appeal is denied on the basis of insufficient grounds, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant will be notified, in writing, of the reasons for this decision. This decision may not be appealed.

16. If the Appeal Manager is satisfied there are sufficient grounds for an appeal, the Appeal Manager will appoint an Appeals Panel which shall consist of a single Arbitrator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Appeal Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Appeal Manager will appoint one of the Panel's members to serve as the Chair.

Determination of Affected Parties

17. In order to confirm the identification of any Affected Parties, the Appeal Manager will ask the Organization. The Appeal Manager may determine whether a party is an Affected Party in their sole discretion.

Procedure for Appeal Hearing

18. The Appeal Manager shall notify the Parties that the appeal will be heard. The Appeal Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Appeal Manager and may not be appealed.

19. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.

20. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Appeal Manager and the Panel deem appropriate in the circumstances, provided that:
    a) The hearing will be held within a timeline determined by the Appeal Manager
    b) The Parties will be given reasonable notice of the day, time and place of the hearing
    c) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
    d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
    e) The Panel may request that any other individual participate and give evidence at the hearing
    f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
    g) If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal

in question and will be bound by its outcome

h) The decision to uphold or reject the appeal will be by a majority vote of Panel members

21. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

22. The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the **Grounds for Appeal** section of this Policy and that this error had, or may reasonably have had, a material effect on the decision or decision-maker.

23. The Panel shall issue its decision, in writing and with reasons, within fourteen (14) days after the hearing's conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:
    a) Reject the appeal and confirm the decision being appealed
    b) Uphold the appeal and refer the matter back to the initial decision-maker for a new decision
    c) Uphold the appeal and vary the decision

24. The Appeal Panel will also determine whether costs of the appeal, excluding legal fees and legal disbursements of any Parties, will be assessed against any Party. In assessing costs, the Appeal Panel will take into account the outcome of the appeal, the conduct of the Parties, and the Parties' respective financial resources.

25. The Panel's written decision, with reasons, will be distributed to all Parties, the Appeal Manager, and the Organization. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.

Timelines

26. If the circumstances of the appeal are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the appeal, the Appeal Manager and/or Panel may direct that these timelines be revised.

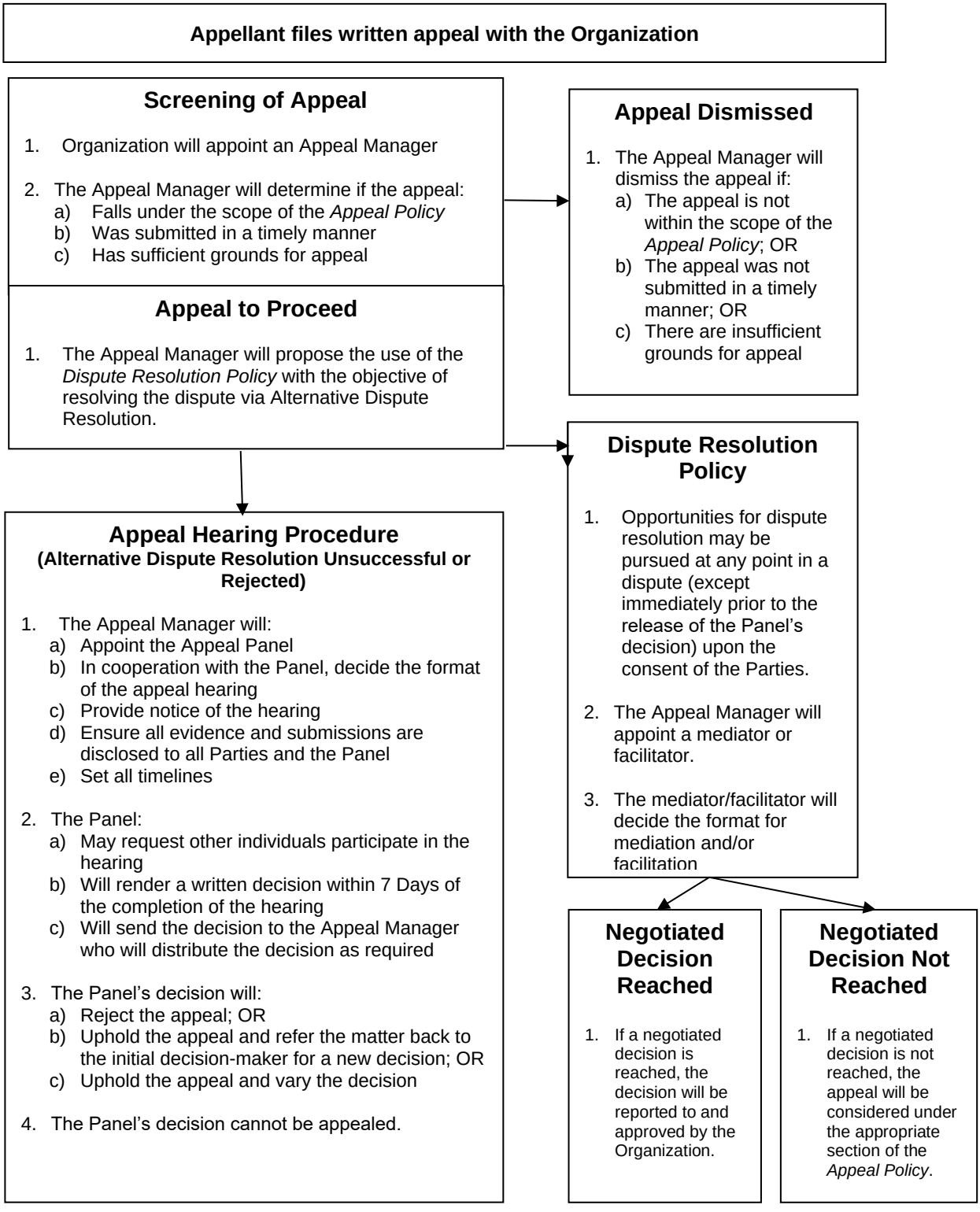
Confidentiality

27. The appeals process is confidential and involves only the Parties, the Appeal Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information to any person not involved in the proceedings.

Final and Binding

28. No action or legal proceeding will be commenced against the Organization or an Individual in respect of a dispute, unless the Organization has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in the Organization's governing documents.

Appendix A – Appeal Policy Flowchart



This flowchart is a quick guide only.
Please see the Appeal Policy for complete details.

Appendix B – Appeal Policy Scenario

SCENARIO #1
The parents of Player A disagreed with the determination from the Discipline Chair and the incident was heard via Process #2 of the *Discipline and Complaints Policy*. The Discipline Panel heard everyone's submissions and decided to suspend the coach for six (6) months.

RESOLUTION
The coach is flabbergasted! Six (6) months is a long suspension for a seemingly minor issue. The coach decides to submit an appeal. The appeal must be submitted within seven (7) Days of the Discipline Panel's decision. The Organization appoints an Appeal Manager (who must be a different person than the Case Manager who was appointed in the complaint process).

The Appeal Manager reviews the coach's appeal and determines if it was timely, within the jurisdiction of the policy, and whether it had an appropriate ground for appeal. The coach's appeal must show that it meets a ground for appeal: decision-maker had no jurisdiction, organization didn't follow procedures, decision-maker was biased, or decision was patently unreasonable.

If the Appeal Manager determines the appeal can proceed, then an Appeal Panel would be appointed (who must be a different person than anyone who was involved with the complaint process). The Appeal Panel would hear the coach's side and the submissions from the Respondent. In this example, the Respondent is **not** the parents or the athlete. The Respondent is the Organization. The Organization makes submissions explaining why the decision was proper.

After hearing from everyone, the Appeal Panel makes a decision. The Appeal Panel's decision cannot be appealed.

Template – Code of Conduct and Ethics

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Code:
    a) ***Athlete*** – Includes any individual who is registered to compete for the Organization
    b) ***Board*** – The Board of Directors of the Organization
    c) ***Discrimination*** – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability
    d) ***Harassment*** – A course of vexatious comment or conduct against an Individual or group, which is known or ought reasonably to be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
        i. Written or verbal abuse, threats, or outbursts;
        ii. Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
        iii. Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
        iv. Leering or other suggestive or obscene gestures;
        v. Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
        vi. Practical jokes which endanger a person's safety, or may negatively affect performance;
        vii. *Hazing* – which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual's positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual's willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
        viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
        ix. Deliberately excluding or socially isolating a person from a group or team;
        x. Persistent sexual flirtations, advances, requests, or invitations;
        xi. Physical or sexual assault;
        xii. Contributing to a *poisoned sport environment*, which can include:
            a. Locations where material that is discriminatory is displayed (e.g., sexually explicit posters and racial/racist cartoons)
            b. Groups where harassing behaviour is part of the normal course of activities
            c. Behaviour that causes embarrassment, awkwardness, endangers a person's safety or negatively affects performance.
        xiii. Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
        xiv. Retaliation or threats of retaliation against a person who reports harassment to the Organization

e) ***Individuals*** – Refers to all categories of individual members and/or registrants defined in the Bylaws of the Organization who are subject the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers

f) ***Maltreatment*** – Includes Maltreatment related to:

a) *Psychological Maltreatment* – which includes, without limitation, verbal acts, non-assaultive physical acts and acts that deny attention or support

a. Verbal Acts - Verbally assaulting or attacking someone, including but not limited to: unwarranted personal criticisms; body shaming; derogatory comments related to one's identity (e.g., race, gender identity or expression, ethnicity, Indigenous status, ability/disability); comments that are demeaning, humiliating, belittling, intimidating, insulting or threatening; the use of rumours or false statements about someone to diminish that person's reputation; using confidential sport and non-sport information inappropriately. Verbal Maltreatment may also occur in online forms.
b. Non-assaultive Physical Acts (no physical contact) - Physically aggressive behaviours, including but not limited to: throwing objects at or in the presence of others without striking another; hitting, striking or punching objects in the presence of others
c. Acts that Deny Attention or Support - Acts of commission that deny attention, lack of support or isolation including but not limited to: ignoring psychological needs or socially isolating a person repeatedly or for an extended period of time; abandonment of an Athlete as punishment for poor performance; arbitrarily or unreasonably denying feedback, training opportunities, support or attention for extended periods of time and/or asking others to do the same

b) *Physical Maltreatment* – includes, without limitation, contact or non-contact behaviours that have the potential to cause physical harm

a. Contact behaviours - Including but not limited to: deliberately punching, kicking, beating, biting, striking, strangling or slapping another; deliberately hitting another with objects
b. Non-contact behaviours - Including but not limited to: isolating a person in a confined space; forcing a person to assume a painful stance or position for no athletic purpose (e.g., requiring an Athlete to kneel on a hard surface); the use of exercise for the purposes of punishment; withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep; denying access to a toilet; providing alcohol to an Individual under the legal drinking age; providing illegal drugs or non-prescribed medications to an Individual; encouraging or knowingly permitting an Athlete to return to play prematurely following any injury or after a concussion and without the clearance of a medical professional; encouraging an Athlete to perform a skill for which they are known to not be developmentally ready

c) *Sexual Maltreatment* – includes, without limitation, any act targeting a person's sexuality, gender identity or expression, that is committed, threatened or attempted against a person, and includes but is not limited to the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. Sexual Maltreatment also includes sexual harassment and stalking, cyber harassment, and cyber stalking of a sexual nature. Examples include:

a. Any penetration of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:

1. vaginal penetration by a penis, object, tongue, or finger; and

2. anal penetration by a penis, object, tongue, or finger

b. Any intentional touching of a sexual nature of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
    1. kissing;
    2. intentional touching of the breasts, buttocks, groin or genitals, whether clothed or unclothed, or intentionally touching of another with any of these body parts;
    3. any contact, no matter how slight, between the mouth of one person and the genitalia of another person, and
    4. making another touch themselves, the Individual, or someone else with or on any of the body parts listed in b).
    5. any intentional touching in a sexualized manner of the relationship, context or situation

c. In addition to the criminal acts identified above, the UCCMS prohibits sexual relations between an Athlete above the age of majority (depending upon jurisdiction) and an Individual who holds a position of trust and authority on the basis that there can be no Consent where there is a Power Imbalance. A Power Imbalance that is presumed to exist may be challenged

d) *Neglect* – or acts of omission, includes without limitation: not providing an Athlete recovery time and/or treatment for a sport injury; not being aware of and not considering an individual's physical or intellectual disability; not considering supervision of an Athlete during travel, training or competition; not considering the welfare of the Athlete when prescribing dieting or other weight control methods (e.g., weigh-ins, caliper tests); disregarding the use of performance-enhancing drugs by an Athlete; failure to ensure safety of equipment or environment; allowing an Athlete to disregard sport's rules, regulations, and standards, subjecting Individuals to the risk of Maltreatment

e) *Grooming* – is often a slow, gradual and escalating process of building trust and comfort with a young person. Grooming includes, without limitation, the process of making inappropriate behaviour seem normal and gradually engaging in 'boundary violations' which have been professionally-identified to Canadian standards (e.g., a degrading remark, a sexual joke, sexualized physical contact; adult Individuals sharing rooms with a Minor who is not an immediate family member; providing a massage or other purported therapeutic interventions with no specific training or expertise; private social media and text communications; sharing personal photographs; shared use of locker rooms; private meetings; private travel, and providing gifts). The Grooming process:
    a. Grooming usually begins with subtle behaviours that do not appear to be inappropriate. Many victims/survivors of sexual abuse do not recognize the grooming process as it is happening, nor do they recognize that this process of manipulation is part of the overall abuse process.
    b. In the grooming process, the offender begins by gaining trust of adults around the young person. The offender establishes a friendship and gains the young person's trust. Grooming then involves testing boundaries (e.g., telling sexual jokes, showing sexually explicit images, making sexual remarks). Typically, behaviour moves from non-sexual touching to "accidental" sexual touching
    c. The young person is often manipulated into feeling responsible for the contact, is discouraged from telling anyone else about the relationship, and is made to feel obligated to protect the offender. The offender also builds trust with those close to the young person so that the relationship with the young person is not questioned

f) *Interference with or Manipulation of Process* – it is considered maltreatment if an adult Individual directly or indirectly interferes with a process by:
    a. falsifying, distorting, or misrepresenting information, the resolution process, or an outcome;
    b. destroying or concealing information;
    c. attempting to discourage an individual's proper participation in or use of the processes of the Organization;
    d. harassing or intimidating (verbally or physically) any person involved in the processes before, during, and/or following any proceedings of the Organization;
    e. publicly disclosing an Individual's identifying information, without the Individual's agreement;
    f. failing to comply with any temporary or provisional measure or other final sanction;
    g. distributing or otherwise publicizing materials a Participant gains access to during an investigation or hearing, except as required by law or as expressly permitted; or
    h. influencing or attempting to influence another person to interfere with or manipulate the process

g) *Retaliation* – which means that an Individual shall not take an adverse action against any person for making a good faith Report of possible Maltreatment or for participating in any process related to alleged conduct violations. Retaliation includes threatening, intimidating, harassing, coercing or any other conduct that would discourage a reasonable person from engaging or participating in the processes of the Organization. Retaliation after the conclusion of investigation and sanction processes is also prohibited. Retaliation may be present even where there is a finding that no Maltreatment occurred. Retaliation does not include good-faith actions lawfully pursued in response to a Report of possible Maltreatment

h) *Aiding and Abetting* – which is any act taken with the purpose of facilitating, promoting, or encouraging the commission of Maltreatment by an Individual. Aiding and Abetting also includes, without limitation, knowingly:
    a. allowing any person who has been suspended or is otherwise ineligible to be in any way associated with sport or to coach or instruct Individuals;
    b. providing any coaching-related advice or service to an Athlete who has been suspended or is otherwise ineligible; and
    c. allowing any person to violate the terms of their suspension or any other sanctions imposed

i) *Reporting* – it is considered Maltreatment to fail to report Maltreatment of a Minor. A legal Duty to Report is mandated by law, and the requirement varies by province depending on provincial legislation.
    a. Failure to Report Maltreatment of a Minor
        1. The obligation to Report requires the Reporting of any conduct which, if proven true, would constitute Psychological Maltreatment, Sexual Maltreatment, Physical Maltreatment or Neglect involving a Minor. The obligation to Report is an ongoing one and is not satisfied simply by making an initial Report. The obligation includes Reporting, on a timely basis, all relevant information of which an adult Individual becomes aware
        2. The obligation to report includes making a direct Report
        3. The obligation to Report includes personally identifying information of a potential Minor Complainant to the extent known at the time of the Report, as well as a duty to reasonably supplement the Report as to identifying information learned at a later time

4. Individuals should not investigate or attempt to evaluate the credibility or validity of allegations involving Psychological Maltreatment, Sexual Maltreatment, Physical Maltreatment or Neglect. Individuals making a good faith Report are not required to prove the Reports are true before Reporting

b. Failure to Report Inappropriate Conduct
    1. Not all inappropriate conduct may meet the threshold for constituting Maltreatment. However, such inappropriate conduct may represent behaviour with the risk of escalating to Maltreatment. Any Individual who suspects or becomes aware of another Individual's inappropriate conduct, even if it is not defined as Maltreatment, has a Duty to Report such inappropriate conduct through the organization's internal procedures. Those in positions of trust and authority who become aware of another's inappropriate conduct have a responsibility for reporting the concern within their organization's policies and procedures. The person making the report does not need to determine whether a violation took place: instead, the responsibility lies in reporting the objective behaviour.

c. Intentionally Filing a False Allegation
    1. An allegation is false if the events Reported did not occur, and the person making the Report knows the events did not occur
    2. A false allegation is different from an unsubstantiated allegation; an unsubstantiated allegation means there is insufficient supporting evidence to determine whether an allegation is true or false. Absent demonstrable bad faith, an unsubstantiated allegation alone is not grounds for a violation

g) ***Minor*** – Any Individual who is under the age of majority at the time and in the jurisdiction where the alleged Maltreatment has occurred. Adults are responsible for knowing the age of majority and the age of the individual

h) ***Person in Authority*** – Any Individual who holds a position of authority within the Organization including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, and Directors and Officers

i) ***Sexual Harassment*** – A course of vexatious comment or conduct against an Individual because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advance to the Individual and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Types of behaviour that constitute Sexual Harassment include, but are not limited to:
    i. Sexist jokes,
    ii. Threats, punishment, or denial of a benefit for refusing a sexual advance,
    iii. Offering a benefit in exchange for a sexual favour,
    iv. Demanding hugs,
    v. Bragging about sexual ability,
    vi. Leering (persistent sexual staring),
    vii. Sexual assault,
    viii. Display of sexually offensive material,
    ix. Distributing sexually explicit messages or attachments such as pictures or video files,
    x. Sexually degrading words used to describe an Individual,
    xi. Unwelcome inquiries into or comments about an Individual's gender identity or physical appearance,
    xii. Inquiries or comments about an Individual's sex life,

xiii. Persistent unwanted attention after a consensual relationship ends,
xiv. Persistent unwelcome sexual flirtations, advances, comments, or propositions, and
xv. Persistent unwanted contact.

j) ***Vulnerable Individuals*** – Includes Minors and vulnerable adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority)

k) ***Workplace*** – Any place where business or work-related activities are conducted. Workplaces include but are not limited to, the registered office(s), work-related social functions, work assignments outside the registered office(s), work-related travel, the training and competition environment, and work-related conferences or training sessions

l) ***Workplace Harassment*** – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute Workplace Harassment include, but are not limited to:
   i. Bullying;
   ii. Workplace pranks, vandalism, or hazing;
   iii. Repeated offensive or intimidating phone calls or emails;
   iv. Inappropriate sexual touching, advances, suggestions or requests;
   v. Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
   vi. Psychological abuse;
   vii. Excluding or ignoring someone, including persistent exclusion of a person from work-related social gatherings;
   viii. Deliberately withholding information that would enable a person to do their job, perform or train;
   ix. Sabotaging someone else's work or performance;
   x. Gossiping or spreading malicious rumours;
   xi. Intimidating words or conduct (offensive jokes or innuendos); and
   xii. Words or actions which are known, or ought reasonably to be known, as offensive, embarrassing, humiliating, or demeaning.

m) ***Workplace Violence*** – The use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:
   i. Verbal or written threats to attack;
   ii. Sending to or leaving threatening notes or emails;
   iii. Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
   iv. Wielding a weapon in a Workplace;
   v. Hitting, pinching or unwanted touching which is not accidental;
   vi. Dangerous or threatening horseplay;
   vii. Physical restraint or confinement;
   viii. Blatant or intentional disregard for the safety or wellbeing of others;
   ix. Blocking normal movement or physical interference, with or without the use of equipment;

x. Sexual assault; and
xi. Any attempt to engage in the type of conduct outlined above

Purpose

2. The purpose of this Code is to ensure a safe and positive environment within the programs, activities, and events of the Organization by making Individuals aware that there is an expectation, at all times, of appropriate behaviour consistent with the applicable organization's core values and policies. The Organization supports equal opportunity, prohibit discriminatory practices, and is committed to providing an environment in which all individuals can safely participate in sport and are treated with respect and fairness.

Application of this Code

3. This Code applies to any Individual's conduct during the business, activities, and events of the Organization including, but not limited to competitions, practices, evaluations, treatment or consultations (e.g., massage therapy), training camps, travel associated with organizational activities, the office environment, and any meetings.

4. This Code also applies to Individuals' conduct outside of the business, activities, and events of the Organization when such conduct adversely affects the organization's relationships (and the work and sport environment) or is detrimental to the image and reputation of the Organization. Such applicability will be determined by the Organization, as applicable, at its sole discretion.

5. This Code applies to Individuals active in the sport or who have retired from the sport where any claim regarding a potential breach of this Code occurred when the Individual was active in the sport.

6. In addition, breaches of this Code may occur when the Individuals involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Individual(s).

7. Any Individual who violates this Code may be subject to sanctions pursuant to the *Discipline and Complaints Policy*. In addition to facing possible sanctions pursuant to the *Discipline and Complaints Policy,* an Individual who violates this Code during a competition may be removed from the competition or training area, and the Individual may be subject to further sanctions.

Responsibilities

8. Individuals have a responsibility to:
   a) Conduct themselves in a manner consistent with the True Sport principles (currently found at https://truesportpur.ca/true-sport-principles)
   b) Refrain from any behaviour that constitutes Maltreatment, Discrimination, Harassment, Workplace Harassment, or Workplace Violence
   c) Maintain and enhance the dignity and self-esteem of other Individuals by:
      i. Treating each other with the highest standards of fairness, honesty, respect and integrity;
      ii. Focusing comments or criticism appropriately and avoiding public criticism of Athletes, coaches, officials, organizers, volunteers, employees, or other Individuals;
      iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct;
      iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory; and
      v. Ensuring adherence to the rules of the sport and the spirit of those rules.
   d) Abstain from the non-medical use of medications or drugs or the use of Prohibited Substances or Prohibited Methods as listed on the version of the World Anti-Doping Agency's Prohibited List currently in force. More specifically, the Organization adopt and adhere to the Canadian Anti-Doping Program.

The Organization will respect any sanction imposed on an Individual as a result of a breach of the Canadian Anti-Doping Program or any other applicable Anti-Doping Rules

e) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision, who has been found to have committed an anti-doping rule violation and is serving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program or any other applicable Anti-Doping Rules
f) Reasonably cooperate with the CCES or another anti-doping organization that is investigating anti-doping rule violations
g) Not harass, intimidate or otherwise conduct themselves offensively towards a doping control official or other individual involved in doping control
h) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
i) Refrain from consuming tobacco products, cannabis, or recreational drugs while participating in the programs, activities, competitions, or events of the Organization;
j) In the case of Minors, not consume alcohol, tobacco, or cannabis at any competition or event;
k) In the case of adults, not consume cannabis in the Workplace or in any situation associated with the events of the Organization (subject to any requirements for accommodation), not consume alcohol during training, competitions, or in situations where Minors are present, and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations
l) When driving a vehicle:
    i. Have a valid driver's license;
    ii. Not be under the influence of alcohol or illegal drugs or substances;
    iii. Have valid car insurance; and
    iv. Refrain from holding a mobile device.
m) Respect the property of others and not wilfully cause damage
n) Promote sport in the most constructive and positive manner possible
o) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a para-classification, competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition
p) Adhere to all federal, provincial/territorial, municipal and host country laws
q) Comply, at all times, with the Bylaws, policies, procedures, and rules and regulations of the Organization, as applicable and as adopted and amended from time to time
r) Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions involving an Individual to the Organization, including, but not limited to, those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method

Directors, Committee Members, and Staff

9. In addition to section 8 (above), Directors, Committee Members, and staff of the Organization will have additional responsibilities to:
    a) Function primarily as a Director or Committee Member or staff member of the Organization (as applicable) and not as a member of any other organization or constituency
    b) Ensure their loyalty prioritizes the interests of the Organization
    c) Ensure that financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities
    d) Comply with the *Screening Policy*
    e) Conduct themselves openly, professionally, lawfully and in good faith
    f) Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism
    g) Behave with decorum appropriate to both circumstance and position

h) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to applicable laws
i) Maintain confidentiality of private organizational information
j) Respect the decisions of the majority and resign if unable to do so
k) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings
l) Have a thorough knowledge and understanding of all governance documents

Coaches, Instructors, Trainers, and Athlete Support Personnel

10. In addition to section 8 (above), coaches, instructors, trainers and athlete support personnel have many additional responsibilities. The coach-Athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the Athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, either consciously or unconsciously. Coaches, instructors, trainers, and athlete support personnel will:
    a) Prepare Athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm Athletes
    b) Avoid compromising the present and future health of Athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of Athletes' medical and psychological treatments
    c) Support the coaching staff of a training camp, provincial/territorial team, or national team, should an Athlete qualify for participation with one of these programs
    d) Accept and promote Athletes' personal goals and refer Athletes to other coaches and sport specialists as appropriate
    e) Provide Athletes (and the parents/guardians of Minor Athletes) with the information necessary to be involved in the decisions that affect the Athlete
    f) Act in the best interest of the Athlete's development as a whole person
    g) Comply with the *Screening Policy*
    h) Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions to the Organization (as applicable), including those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method
    i) Not coach, train, or otherwise support athletes if they use methods or substances prohibited by the Canadian Anti-Doping Program without valid and acceptable justification
    j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or prohibited substances or prohibited methods and, in the case of Minors, alcohol, cannabis, and/or tobacco
    k) Respect Athletes competing for other jurisdictions and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the Athletes
    l) Not engage in a sexual or intimate relationship with an Athlete of any age in which the coach is in a position of trust or authority
    m) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
    n) Dress professionally and use appropriate language

Athletes

11. In addition to section 8 (above), Athletes will have additional responsibilities to:
    a) Adhere to their Athlete Agreement (if applicable)
    b) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete
    c) Participate and appear on-time and prepared to participate to their best abilities in all competitions, practices, training sessions, and evaluations
    d) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
    e) Adhere to any rules and requirements regarding clothing and equipment
    f) Dress to represent the sport and themselves with professionalism
    g) Act in accordance with applicable policies and procedures and, when applicable, additional rules as outlined by coaches or managers

Officials

12. In addition to section 8 (above), officials will have additional responsibilities to:
    a) Maintain and update their knowledge of the rules and rules changes
    b) Not publicly criticize other officials
    c) Work within the boundaries of their position's description while supporting the work of other officials
    d) Act as an ambassador of the sport by agreeing to enforce and abide by national and provincial/territorial rules and regulations
    e) Take ownership of actions and decisions made while officiating
    f) Respect the rights, dignity, and worth of all Individuals
    g) Act openly, impartially, professionally, lawfully, and in good faith
    h) Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others
    i) Respect the confidentiality required by issues of a sensitive nature, which may include discipline processes, appeals, and specific information or data about Individuals
    j) Comply with the *Screening Policy*
    k) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform a supervisor at the earliest possible time
    l) When writing reports, set out the actual facts to the best of their knowledge and recollection
    m) Dress in proper attire for officiating

Parents/Guardians and Spectators

13. In addition to section 8 (above), parents/guardians and spectators at events will:
    a) Encourage Athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence
    b) Condemn the use of violence in any form
    c) Never ridicule a participant for making a mistake during a competition or practice
    d) Respect the decisions and judgments of officials, and encourage Athletes to do the same
    e) Support all efforts to remove verbal and physical abuse, coercion, intimidation, and sarcasm
    f) Respect and show appreciation to all competitors, and to coaches, officials and other volunteers
    g) Never harass competitors, coaches, officials, parents/guardians, or other spectators

Subjecting an Individual to Maltreatment

14. It is a violation of this Code for any Person in Authority to place an Individual in a situation that makes them vulnerable to Maltreatment. This includes, but is not limited to, instructing an Athlete and a coach to share a hotel room when traveling, hiring a coach who has a past history of Athlete Maltreatment, or assigning a guide or support staff to an Athlete in the absence of consultation with the Athlete.

SECTION IX – HUMAN RESOURCES and VOLUNTEER MANAGEMENT

Volunteers

Smaller local sport associations that do not have paid staff should spend some time focusing on human resources. The volunteers that operate the organization – the Directors, the coaches, the facility and league organizers – all contribute and all need to be managed and recognized. Though formal 'job descriptions' for long-time volunteers may seem unnecessary, organizations should at least have volunteers commit to signing a 'Volunteer Agreement' (**Template – Volunteer Agreement**) that describes screening requirements, position responsibilities, and other important protections for the organization.

Organizations should not be hesitant to require that volunteers agree to certain restrictions or concessions. The actions of a volunteer – especially negative actions – can affect the entire organization and leave the Directors legally and financially liable (see: **SECTION V – DIRECTOR RESPONSIBILITIES**). Volunteers should protect the organization's confidential and private information (like the organization's financial status or an athlete's medical condition) and respect the organization's intellectual property. The organization should also ensure volunteers are aware of basic responsibilities common to all volunteers. Some organizations may choose to personalize volunteer agreements and it is sensible to ensure that volunteer coaches sign a more comprehensive volunteer agreement than the volunteer who manages the snack shop.

Organizations should also consider a program of volunteer recognition. Often these programs exist at the Provincial/Territorial Sport Organization (PTSO) level but local organizations should consider their own awards as well. An organization may create a dedicated Committee for volunteer recognition or include volunteer recognition in the terms of reference of another committee.

Screening

One major component of a local sports organization's human resources efforts should be to make sure to screen individuals who volunteer or work with the organization. Organizations should have a *Screening Policy* (**Template – Screening Policy**) that classifies volunteers at a particular level of risk that corresponds to the intensity of their screening requirements. For example, a coach who coaches young minor athletes should be required to obtain a criminal record check. Volunteers who have fewer interactions with minor athletes should still complete minimum screening requirements (such as the submission of a resume or an interview) but a criminal record check may not be required. Coaches at each level of the organization (from recreational to competitive and from coaches of young athletes to coaches of adult athletes) must be aware of the screening requirements for their position and these requirements should be described in the *Screening Policy*. Organizations can optionally choose to pay for the requirement to obtain a criminal record check but larger organizations with many volunteers might be financially burdened by this approach.

Notably, a local sport organization's Provincial/Territorial Sport Organization (PTSO) may have screening requirements that must be followed by all local associations. The development of an organization's *Screening Policy* should be informed by the requirements of the PTSO.

Employees

Larger organizations may hire employees to handle some of the administrative or technical tasks of the organization. The organization should consult a lawyer for assistance with preparing a legal employment agreement because the Directors take on important legal supervisory responsibilities and must also have additional policies in place as required by law (see: **SECTION XII – POLICY SUPPORT**).

When an organization has an employee (or multiple employees), a clear reporting structure – who is the boss of who – is a vital component to a cohesive employment relationship. An administrator may work closely with the Treasurer on matters of participant fees but may also work closely with the Tournament Director when the organization is hosting an event. These relationships should be clarified and the employee(s) should always have someone as a direct supervisor. Organizations with layers of employees (such as an Executive Director with two additional staff members) must also define how much supervisory power the employees have over each other. Well-written employee agreements will reduce instances of confusion and clarify these relationships.

Template – Screening Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Criminal Record Check (CRC)*** – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions
    b) ***Local Police Information (LPI)*** – Additional conviction and selected non-conviction information in national and local police data sources which may be relevant to the position sought
    c) ***Minor*** – Any Individual who is under the age of majority at the time and in the jurisdiction where the alleged Maltreatment has occurred. Adults are responsible for knowing the age of majority and the age of the individual
    d) ***Vulnerable Sector Check (VSC)*** – A detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, Local Police Information, and the Pardoned Sex Offender database
    e) ***Vulnerable Individuals*** – Includes Minors and adults (people who, because of age, disability, or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority

Preamble

2. The Organization understands that screening personnel and volunteers is a vital part of providing a safe sporting environment and has become a common practice among sport organizations that provide programs and services to the community.

Application of this Policy

3. This Policy applies to all individuals whose position with the Organization is one of trust or authority which may relate to, at a minimum, finances, supervision, or Vulnerable Individuals.

4. Not all individuals associated with the Organization will be required to obtain a criminal record check or submit screening documents because not all positions pose a risk of harm to the Organization or to its participants. The Organization will determine which individuals will be subject to screening using the following guidelines (the Organization may vary the guidelines at its discretion):

    <u>*Level 1 – Low Risk*</u> - Individuals involved in low risk assignments who are not in a supervisory role, not directing others, not involved with finances, and/or do not have unsupervised access to Vulnerable Individuals. Examples:

    a) Parents, youth, or volunteers who are helping out on a non-regular or informal basis

    <u>*Level 2 – Medium Risk*</u> – Individuals involved in medium risk assignments who may be in a supervisory role, may direct others, may be involved with finances, and/or who may have limited access to Vulnerable Individuals. Examples:

    a) Non-coach employees or managers
    b) Directors
    c) Coaches who are typically under the supervision of another coach
    d) Officials

    <u>*Level 3 – High Risk*</u> – Individuals involved in high risk assignments who occupy positions of trust and/or authority, have a supervisory role, direct others, are involved with finances, and who have frequent or

unsupervised access to Vulnerable Individuals. Examples:

a) Full time coaches
b) Coaches who travel with athletes
c) Coaches who could be alone with athletes
d) Athlete support personnel (which may include sport scientists, therapists, personal care workers, etc.)

Screening Committee

5. The implementation of this policy is the responsibility of the Screening Committee which is a committee of either one (1) or three (3) members appointed by the Organization. The Organization will ensure that the members appointed to the Screening Committee possess the requisite skills, knowledge and abilities to accurately screening documents and render decisions under this Policy.

6. The Screening Committee will carry out its duties, in accordance with the terms of this policy, independent of the Board.

7. The Screening Committee is responsible for reviewing all documents submitted and, based on the review, making decisions regarding the appropriateness of individuals filling positions within the Organization. In carrying out its duties, the Screening Committee may consult with independent experts including lawyers, police, risk management consultants, volunteer screening specialists, or any other person.

8. Nothing in this Policy restricts or limits the Screening Committee from requesting that the individual attend an interview with the Screening Committee if the Screening Committee considers that an interview is appropriate and necessary to screen the individual's application.

9. Nothing in this Policy restricts or limits the Screening Committee from requesting the individual's authorization to contact any professional, sporting, or other organization in order to assess the individual's suitability for the position that they are seeking.

10. Nothing in this Policy restricts or limits the Screening Committee from requesting further information from the individual on more than one occasion, subject to the individual's right to insist that the Screening Committee make a decision on the basis of the information before it.

11. The Screening Committee may, where appropriate, draw an adverse inference from an individual's failure to provide information or answer queries.

12. When assessing an individual's screening application, the Screening Committee shall determine whether there is reason to believe that the individual may pose a risk to members of the Organization.

13. An individual having been previously penalized for a prior offence shall not prevent the Screening Committee from considering that offence as part of the individual's screening application.

14. If the Screening Committee determines on the basis of the individual's screening application, in addition to any further material received by it, that the individual does not pose a risk to the members of the Organization, the Screening Committee shall approve the individual's application, subject to the Screening Committee's right to impose conditions.

15. In the case of a decision denying an application or approving an application with conditions, a copy of the decision shall be provided to the applicant and to the Board of Directors of the Organization, which may

disseminate the decision as they see fit in order to best fulfil the mandate of the Organization.

16. An Individual whose screening application has been denied or revoked may not re-apply to participate in the programs or activities of the Organization for two (2) years from the date the rejected application was made.

Screening Requirements

17. A Screening Requirements Matrix is provided as **Appendix A**.

18. It is the Organization's policy that when an individual is first engaged by the Organization:
    a) Level 1 individuals will:
        i. Complete an Application Form (**Appendix B**)
        ii. Complete a Screening Disclosure Form (**Appendix C**)
        iii. Participate in training, orientation, and monitoring as determined by the Organization

    b) Level 2 individuals will:
        i. Complete an Application Form
        ii. Complete a Screening Disclosure Form
        iii. Complete and provide an E-PIC or Criminal Record Check
        iv. Provide one letter of reference related to the position
        v. Participate in training, orientation, and monitoring as determined by the Organization
        vi. Provide a driver's abstract, if requested

    c) Level 3 individuals will:
        i. Complete an Application Form
        ii. Complete a Screening Disclosure Form
        iii. Complete and provide an E-PIC or Criminal Record Check, and a VSC
        iv. Provide one letter of reference related to the position
        v. Participate in training, orientation, and monitoring as determined by the Organization
        vi. Provide a driver's abstract, if requested

    d) Acceptable E-PICs and Criminal Record Checks must be no more than three (3) months old.

    e) If an individual subsequently receives a charge, conviction for, or is found guilty of, an offense they will report this circumstance immediately to the Organization. Additionally, the individual will inform the Organization of any changes in their circumstance that would alter their original responses in their Screening Disclosure Form.

    f) If the Organization learns that an individual has provided false, inaccurate, or misleading information, the individual will immediately be removed from their position and may be subject to further discipline in accordance with the *Discipline and Complaints Policy.*

Young People

19. The Organization defines a young person as someone who is younger than the age of majority. When screening young people, the Organization will:
    a) Not require the young person to obtain a VSC; and
    b) In lieu of obtaining a VSC, require the young person to submit up to two (2) additional letters of reference.

20. Notwithstanding the above, the Organization may ask a young person to obtain a VSC or if the Organization suspects the young person has an adult conviction and therefore has a *criminal record*. In these circumstances, the Organization will be clear in its request that it is not asking for the young person's *youth record*. The Organization understands that it may not request to see a young person's youth record.

Renewal

21. Unless the Screening Committee determines, on a case-by-case basis, to modify the submission requirements, individuals who are required to submit a Police Record Check or Screening Disclosure Form are required to submit the documents annually.

22. At any time, including after either the submission of an individual's application or its approval (with or without conditions), the Screening Committee may re-open an individual's file for additional screening if it is advised of new information that, in the discretion of the Organization, could affect the assessment of the individual's suitability for participation in the programs or activities of the Organization or the individual's interactions with other individuals involved with the Organization.

Orientation, Training, and Monitoring

23. The type and amount of orientation, training, and monitoring will be based on the individual's level of risk, at the Organization's discretion.

24. Orientation may include, but is not limited to: introductory presentations, facility tours, equipment demonstrations, parent/athlete meetings, meetings with colleagues and supervisors, orientation manuals, orientation sessions, and increased supervision during initial tasks or initial period of engagement.

25. Training may include, but is not limited to: certification courses, online learning, mentoring, workshop sessions, webinars, on-site demonstrations, and peer feedback.

26. At the conclusion of orientation and training, the individual will be required to acknowledge, in written form, that they have received and completed the orientation and training (**Appendix D**).

27. Monitoring may include but is not limited to: written or oral reports, observations, tracking, electronic surveillance (e.g., facility security cameras), and site visits.

How to Obtain a VSC

28. Individuals may only obtain a VSC by visiting an RCMP office or police station, submitting two pieces of government-issued identification (one of which must have a photo), and completing any required paperwork. Fees may also be required.

29. Fingerprinting may be required if there is a positive match with the individual's gender and birth date.

30. The Organization understands that it may be required to assist an individual with obtaining a VSC. The Organization may need to submit a Request for VSC (**Appendix E**) or complete other documentation describing the nature of the organization and the individual's role with vulnerable individuals.

Procedure

31. Screening documents must be submitted to the Screening Committee.

32. An individual who refuses or fails to provide the necessary screening documents will be ineligible to

volunteer or apply for the position sought. The individual will be informed that their application and/or position will not proceed until such time as the screening documents are submitted.

33. The Organization understands that there may be delays in receiving the results of a VSC. At its discretion, the Organization may permit the individual to participate in the role during the delay. The Organization may withdraw this permission at any time and for any reason.

34. The Organization recognizes that different information will be available depending on the type of screening document that the individual has submitted. For example, an E-PIC may show details of a specific offense, or not, and/or a VSC may be returned with specific information or simply a notification indicating 'cleared' or 'not cleared'. The Screening Committee will use its expertise and discretion when making decisions based on the screening documents that have been submitted.

35. Following the review of the screening documents, the Screening Committee will decide:
    a) The individual has passed screening and may participate in the desired position;
    b) The individual has passed screening and may participate in the desired position with conditions;
    c) The individual has not passed screening and may not participate in the desired position; or
    d) More information is required from the individual.

36. In making its decision, the Screening Committee will consider the type of offense, date of offense, and relevance of the offense to the position sought.

37. The Screening Committee must decide that an individual has not passed screening if the screening documentation reveals any of the following:
    a) <u>If imposed in the last ten years</u>:
        i. Any offense involving the use of a motor vehicle, including but not limited to impaired driving
        ii. Any offense involving conduct against public morals
        iii. Any offense involving theft or fraud
    b) <u>If imposed at any time</u>:
        i. Any offense involving a Minor or Minors
        ii. Any offense of assault, physical or psychological violence
        iii. Any crime of violence including, but not limited to, all forms of assault
        iv. Any offense involving trafficking or possession of illegal drugs
        v. Any offense involving the possession, distribution, or sale of any child-related pornography
        vi. Any sexual offense

Conditions and Monitoring

38. Excluding the incidents above which, if revealed, would cause the individual to not pass screening, the Screening Committee may determine that incidents revealed on an individual's screening documents may allow the individual to pass the screening process and participate in a desired position with *conditions* imposed. The Screening Committee may apply and remove conditions at its discretion and will determine the means by which adherence to conditions may be monitored.

Records

39. All records will be maintained in a confidential manner and will not be disclosed to others except as required by law, or for use in legal, quasi-legal, or disciplinary proceedings.

40. The records kept by the Organization as part of the screening process include but are not limited to:
    a) An individual's Vulnerable Sector Check

b) An individual's Screening Disclosure Form (for a period of three years)
c) Records of any conditions attached to an individual's registration by the Screening Committee
d) Records of any discipline applied to any individual by the Organization or by another sport organization

Criminal Convictions

41. An individual's conviction for any of the following *Criminal Code* offenses may result in expulsion from the Organization /or removal from designated positions, competitions, programs, activities, and events upon the sole discretion of the Organization:
    a) Any offense of physical or psychological violence,
    b) Any crime of violence including, but not limited to, all forms of assault,
    c) Any offense involving trafficking of illegal drugs,
    d) Any offense involving the possession, distribution, or sale of any child-related pornography,
    e) Any sexual offense, or
    f) Any offense involving theft or fraud.

Appendix A – Screening Matrix

Risk Level	Roles (Note Young People Exception Below)	Training Recommended/Required	Screening
Level 1 Low Risk	a) Parents, youth, or volunteers acting in non-regular or informal basis	Recommended: • Respect in Sport for Activity Leaders • Coaching Association of Canada (CAC) Safe Sport Training	• Complete an Application Form (Error! Reference source not found.) • Complete a Screening Disclosure Form (**Error! Reference source not found.**C) • Participate in training, orientation, and monitoring as determined by the organization
Level 2 Medium Risk	a) Non-coach employees or managers b) Directors c) Coaches who are typically under supervision of another coach d) Officials	Recommended: • Respect in Sport for Activity Leaders • Commit to Kids for Coaches • CAC Safe Sport Training Required: • National Coaching Certification Program (NCCP) Make Ethical Decisions (MED) Certified (Coaches)	• Level 1 Requirements • Provide an E-PIC or Criminal Record Check • Provide one letter of reference related to the position • Provide a driver's abstract, if requested
Level 3 High Risk	a) Full-time coaches b) Coaches who travel with Athletes c) Coaches who could be alone with Athletes d) Athlete support personnel	Recommended: • Respect in Sport for Activity Leaders • Commit to Kids for Coaches • CAC Safe Sport Training Required: • NCCP MED Certified (Coaches)	• Level 2 Requirements • Provide a VSC

Young People
The Organization defines a young person as someone who is younger than the age of majority. Young people may not be able to obtain an E-PIC, Criminal Record Check, or VSC. In such cases, the Organization will require the young person to submit up to two (2) letters of reference instead.

Appendix B – Application Form

Note: Individuals who are applying to volunteer or work within certain positions with the Organization must complete this Application Form. Individuals need to complete an Application Form once for the position sought. If the individual is applying for a new position within the Organization, a new Application Form must be submitted.

NAME: _____
First Middle Last

CURRENT PERMANENT ADDRESS:

_____
Street City Province/Territory Postal

DATE OF BIRTH: _____ **GENDER IDENTITY**: _____
Month/Day/Year

EMAIL: _____ **PHONE**: _____

POSITION SOUGHT: _____

By signing this document below, I agree to adhere to the Organization's policies and procedures, including but not limited to the *Code of Conduct and Ethics*, *Conflict of Interest Policy*, *Privacy Policy*, and *Screening Policy*. The Organization's policies are located at the following link: [**organization to insert website link to policies**]

I recognize that I must pass certain screening requirements depending on the position sought, as outlined in the *Screening Policy*, and that the Screening Committee will determine my eligibility to volunteer or work in the position.

NAME (print): _____ **DATE**: _____

SIGNATURE: _____

Appendix C – Screening Disclosure Form

NAME: _____
First Middle Last

OTHER NAMES YOU HAVE USED: _____

CURRENT PERMANENT ADDRESS:

_____
Street City Province/Territory Postal

DATE OF BIRTH: _____ **GENDER IDENTITY**: _____
Month/Day/Year

CLUB (if applicable): _____ **EMAIL**: _____

Note: Failure to disclose truthful information below may be considered an intentional omission and the loss of volunteer responsibilities or other privileges

1. **Do you have a criminal record? If so, please complete the following information for *each conviction*. Attach additional pages as necessary.**

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Year Convicted: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

2. **Have you ever been disciplined or sanctioned by a sport governing body or by an independent body (e.g., private tribunal, government agency, etc.) or dismissed from a coaching or volunteer position? If so, please complete the following information for each disciplinary action or sanction. Attach additional pages as necessary.**

Name of disciplining or sanctioning body: _____

Date of discipline, sanction or dismissal: _____

Reasons for discipline, sanction or dismissal: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

3. **Are criminal charges or any other sanctions, including those from a sport body, private tribunal or**

government agency, currently pending or threatened against you? If so, please complete the following information for each pending charge or sanction. Attach additional pages as necessary.

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Name of disciplining or sanctioning body: _____

Further Explanation: _____

PRIVACY STATEMENT

By completing and submitting this Screening Disclosure Form, I consent and authorize the Organization to collect, use and disclose my personal information, including all information provided on the Screening Disclosure Form as well as my Enhanced Police Information Check, Criminal Record Check and/or Vulnerable Sector Check (when permitted by law) for the purposes of screening, implementation of the Organization's *Screening Policy*, administering membership services, and communicating with National Sport Organizations, Provincial/Territorial Sport Organizations, clubs, and other organizations involved in the governance of sport. The Organization does not distribute personal information for commercial purposes.

CERTIFICATION

I hereby certify that the information contained in this Screening Disclosure Form is accurate, correct, truthful and complete.

I further certify that I will immediately inform the Organization of any changes in circumstances that would alter my original responses to this Screening Disclosure Form. Failure to do so may result in the withdrawal of volunteer responsibilities or other privileges and/or disciplinary action.

NAME (print): _____ **DATE**: _____

SIGNATURE: _____

Appendix D – Orientation and Training Acknowledgement Form

1. **I have the following role(s) with [insert Organization] (circle as many as apply):**

Parent / Guardian	Coach	Director / Volunteer
Athlete	Official	Committee Member

2. **As an individual affiliated with [insert Organization], I acknowledge that I have completed the following orientation and training:**

Name of Training or Orientation: _____

Instructor: _____ Date Completed: _____

Name of Training or Orientation: _____

Instructor: _____ Date Completed: _____

Name of Training or Orientation: _____

Instructor: _____ Date Completed: _____

NAME (print): _____ **DATE**: _____

SIGNATURE: _____

Appendix E – Request for Vulnerable Sector Check

Note: The Organization will be required to modify this letter to adhere to any requirements from the VSC provider

INTRODUCTION

The Organization is requesting a Vulnerable Sector Check for _____ [insert individual's full name] who identifies as a _____ [insert gender identity] and who was born on _____ [insert birthdate].

DESCRIPTION OF ORGANIZATION

The Organization is a not-for-profit [national, provincial/territorial, local] organization for the sport of [insert sport] located in [location].

[Insert additional description]

DESCRIPTION OF ROLE

_____ [insert individual's name] will be acting as a _____ [insert individual's role]. In this role, the individual will have access to vulnerable individuals.

[Insert additional information re: type and number of vulnerable individuals, frequency of access, etc.]

CONTACT INFORMATION

If more information is required from the Organization, please contact the Screening Committee Chair:

[Insert information for Screening Committee Chair]

Signed: _____ Date: _____

Template – Volunteer Agreement

"Organization" refers to: _____

First Name: _____ Last Name: _____

Address: _____ City / Postal Code: _____

Cell Phone: _____ Alt Phone: _____

Birth Date: _____ Email Address: _____

Gender Identity: _____ Other Information: _____

The Volunteer and the Organization have agreed to enter into a volunteer relationship and wish to reflect the terms of their agreement in writing;

THIS VOLUNTEER AGREEMENT CONFIRMS that the Parties have mutually agreed as follows:

Volunteer

1. The Parties agree and acknowledge that the relationship intended by this description of expectations is NOT legally binding agreement or employment relationship.

Criminal Record Check

2. Upon the request of the Organization, the Volunteer agrees to obtain and submit materials required by the *Screening Policy*. Failure to participate in the screening process will result in ineligibility to volunteer with the Organization.

Responsibilities of the Volunteer

3. The Volunteer will:
    a) Comply with the Bylaws, policies, procedures, rules and regulations of the Organization, including complying with any contracts or agreements executed with or by the Organization
    b) Devote their full time and attention during volunteer hours to the business and interests of the Organization
    c) Complete the duties as described in **Appendix A**, if any
    d) Comply with the following expected standard of ethical conduct at all times, while volunteering with the Organization:
        i. Demonstrate through words and actions the spirit of sportsmanship, sports leadership and ethical conduct
        ii. Treat others with respect and refrain from negative or disparaging remarks or conduct
        iii. Ensure the rules of the sport and the spirit of such rules are adhered to
        iv. Avoid and reject the non-medical use of drugs or methods
        v. Refrain from any behaviour that constitutes harassment, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious
        vi. Refrain from any behaviour that constitutes sexual harassment, where sexual harassment is defined as unwelcome sexual advances or conduct of a sexual nature

vii. Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
viii. Adhere to all Federal, Provincial/Territorial, Municipal or host country laws

Expenses

4. Upon the approval of the Organization, the Organization will reimburse the Volunteer reasonable out-of-pocket expenses properly incurred in the course of volunteering for the Organization payable in accordance with the Organization's established procedures and approved rates upon the Volunteer submitting an expense claim and applicable receipts.

Confidential Information

5. Confidential Information includes, but is not limited to, software, know-how, trade secrets, technical personal information, and business information relating to the Organization's plans, development models, inventions, products, services, finances, customers, members, marketing, future business and sponsorship plans and any other information which is identified as confidential by the Organization. It also includes third party information which is received by the Organization in confidence, including information received from clients, customers, potential business partners, sponsors, buyers and others.

6. The Volunteer agrees:
    a) Agrees not to publish, communicate, divulge or disclose to any unauthorized third party or parties any Confidential Information, without the prior written consent of the Organization.
    b) Not to allow other persons or third parties access to the Confidential Information.
    c) To comply with privacy legislation.
    d) To use Confidential Information solely as may be required in connection with the Volunteer's responsibilities to the Organization.

Image Release

7. The Volunteer authorizes the Organization to photograph and/or record their image and/or voice and to use this material to promote the Organization through the media of newsletters, websites, television, film, radio, print and/or display form. The Volunteer further consents that the materials and copyright will remain the sole property of the Organization.

Intellectual Property

8. Copyright and any other intellectual property rights in all written material (including material in electronic format), software, databases, brands and other works produced by the Volunteer will be owned solely by the Organization, who will have the right to use, reproduce or distribute such material and works, or any part thereof, for any purpose it wishes. Upon the request of the Organization or termination of this Agreement, the Volunteer will return all Confidential Information and propriety information received in written or tangible form, including copies, or reproductions or other media, immediately of such request.

Term and Termination

9. This Agreement will start on the __ day of _____, 20__ and will terminate on the ___ day of _____, 20__, unless terminated earlier in accordance with this Agreement. There will be no automatic renewal of this Agreement. Volunteers wishing to continue volunteering must re-apply and execute a new agreement.

10. Either Party may terminate this Agreement immediately upon providing the other Party with written notice of its intention to terminate this Agreement, which will terminate accordingly.

Assignment

11. The Volunteer will not assign, either directly or indirectly, any obligation or entitlement that it has under this Agreement without express written consent of the Organization.

General

12. The Volunteer herby agrees to abide by the terms and conditions outlined in this Agreement. To evidence their agreement, the Volunteer has signed this Agreement.

Volunteer

_____ _____

Print Name Signature

_____

Date

Appendix A – Volunteer Responsibilities

[enter responsibilities, per the position]

SECTION X – PROGRAMMING

Jurisdiction

Local sport organizations are limited or restricted in terms of what programming they can provide their members. Typically the National Sport Organization (NSO) and Provincial/Territorial Sport Organization (PTSO) will have programming requirements that local sport organizations must offer in order to maintain membership with the national and/or provincial/territorial body. These requirements might mean that the local sport organization needs to have their games or matches played with certain rules – or that coaches must obtain a specific standard of certification before being permitted to coach with a team or a group of athletes.

Local organizations therefore need to take those restrictions or requirements into consideration when building programming for members. Most sports follow the Long Term Athlete Development (LTAD) program model and require all local associations to comply with that model. A local organization cannot unilaterally decide to ignore that model because its membership may be rescinded and its programming would not align with other local associations for competition purposes.

Rules of the sport can usually be modified slightly without risking termination of membership, but organizations and teams must be aware that local rules are just that – local rules – and will not be in effect in provincially/territorially-sanctioned or hosted events or activities. Some organizations may choose to publish a statement of adherence with the provincially/territorially -published rules along with a list of local rules or variations from the standard.

Fundraising and Sponsorship

A PTSO usually does not fund its local associations and rarely do the Members' fees contribute enough money to operate the organization. This funding gap is usually filled by sponsorship or fundraising. Fundraisers often have a particular goal or event for which the funds are being collected. A structure should be in place to guide how these funds are raised, held, and spent. If individuals are asking for money on behalf of the organization, the organization should have a role or a say in how those funds are managed. A *Fundraising Policy* (**Template – Fundraising Policy**) that identifies how an organization can approve a fundraising venture and how donors can be contacted would provide a structure for fundraising.

Sponsorship is more restrictive than fundraising. Organizations should first check with the PTSO to determine if there are any restrictions on uniform-altering or on the types of sponsors that can be solicited (i.e., whether or not an alcohol company or a bar can sponsor a youth team). The organization itself should also set boundaries for sponsorship similar to how fundraising standards are determined. Notably, funds acquired from sponsors or from fundraisers must be claimed on the organization's financial report as part of the revenue/funds for the organization.

Team Selection

Local associations are occasionally tasked with selecting individuals to a representative team or a provincial/territorial camp or team. Just because the selection process is not as high level as a national selection camp does not mean the selection process can be lax in its fairness. Even local associations should have selection policies that have the following sections:

- Purpose (the event for which the policy is being used)
- Objective (the overall purpose of the selection as well as the number of athletes being selected and in which categories)
- Eligibility (age, citizenry, residency, membership in good standing, signed agreements/contracts/codes of conduct)
- Selection Process (the entire selection process from start to finish, contingency for pre-selection or medical exemption, performance criteria the athletes must meet, weighting of objective and subjective criteria, ranking athletes, scoring system, how ties are broken, selection of alternate athletes, timelines, accommodating injury, addressing unforeseen circumstances)
- Authority for Selection (which body/group/coach serves as a 'selection committee' and selects athletes, how they are determined, why they cannot have a conflict of interest, what criteria they use for selection (referencing the above section))
- Dismissal (how athletes, once selected, may be dismissed from the team)
- Appeals (referencing the *Appeal Policy* and how to appeal the selection decision)
- Alternate Athletes (describing how and when replacement athletes are selected to fill in for athletes who become ill or injured)
- Appendix (includes all of the forms/data sheets/scorecards/ranking systems/performances that the selection committee uses in their selection decision)

Template – Selection Policy (Individual) **Template – Selection Policy (Team)**

Selection decisions can be appealed under the organization's *Appeal Policy*. Ideally this process is limited or does not occur because the selection process was well-written and clear. Local associations are not held to the same standard as a national association because the selection stakes are not as high. It would not be uncommon to see a selection process that is simply the coach's discretion on which athletes should be named to the team. However, the coach must still be free from bias and conflict of interest.

For example, a local association may appoint a coach to manage a representative team. The coach's daughter may try out for the team. The coach should not be involved in the decision to select her daughter to the team. The organization or coaching staff must develop a selection process that permits the coaching staff to select the team on objective criteria or remove the conflicted coach's discretion from that part of the selection.

Template – Fundraising Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Donors*** – The parties (groups, organizations, individuals) that are solicited for funds
    b) ***Sanctioner*** – The Organization
    c) ***Venture*** – A fundraising proposal that is project-specific or event-specific

Purpose

2. The Organization supports raising funds through fundraisers and suggests that each team or participant consider its own fundraising activities. This Policy assists both the Organization and its teams and participants with making proper and informed decisions about fundraising; particularly so that all fundraising ventures have a likelihood of profitability, effectiveness, efficiency, and are reflective of the Organization's values.

Application of this Policy

3. This Policy applies to the Organization and its teams and participants.

Fundraising Principles

4. The Organization and its teams and participants shall consider and apply the following principles when determining whether or not to approve a fundraising Venture:
    a) Profitability; whether or not the result of the Venture is expected to exceed the time and resources invested in its implementation
    b) Feasibility; that the Venture is able to be executed and monitored
    c) Cost-effectiveness; that all costs (both up-front and hidden) must be factored into the expenses of the Venture
    d) Jurisdiction; that the team or participant receiving the benefits of the Venture is identified and clarified
    e) Adheres to values; that the Venture must be in line with the values of the Sanctioner
    f) Unconfirmed income; that the funds raised from the Venture must not be budgeted as hard revenue
    g) Tax receipts; that the Venture must respect all federal and provincial/territorial laws and regulations governing fundraising and tax receipts

Pre-Venture Procedure

5. The group, committee, person, or entity proposing a Venture must submit a written proposal that answers the following questions:
    a) What is the Venture?
    b) How long will the Venture last?
    c) Is the Venture province/territory-wide or regional?
    d) What potential Donors will the Venture solicit for funds?
    e) What staff resources from the Sanctioner will be required?
    f) What other expenses will be required to start or maintain the Venture?
    g) Will the Sanctioner be required to partner with a group, company, or organization?
    h) What funds, resources, or other benefits are expected to be gained from the Venture?
    i) Who benefits from the Venture and what is the distribution of benefits?
    j) What can go wrong with the Venture and how have these risks been managed?

6. The proposal must be submitted to the Sanctioner for approval before the Venture may begin. The Sanctioner shall approve or reject the proposal within fifteen (15) days of receiving it.

7. If the proposal is rejected, the Sanctioner shall explain reasons for the rejection. A revised proposal may be submitted to be accepted or rejected by the Sanctioner within ten (10) days of receiving the revision.

Organization Approval

8. The Organization must approve any Ventures that are intended to be province/territory-wide and that may solicit funds primarily from outside the region. Further, any Ventures that may be in direct competition or conflict (in terms of location or Donors solicited) with Ventures from other organizations must also be approved by the Organization.

9. Approval must be obtained from the Organization before any Venture is initiated that is radical, unusual, or that contravenes sections of this Policy.

Solicitations

10. Donors solicited must receive informed, accurate, and ethical advice about the value and tax implications of contributing to the Venture.

11. All communication with Donors must be accurate, reflect the Sanctioner's values, and conform to this Policy.

Post-Venture Procedure

12. Once the proposal has been approved, and during and after the Venture's fundraising activities, the Venture must:
    a) Comply with all applicable local, provincial/territorial, and federal laws
    b) Not engage in activities that harm members or volunteers, that conflict with ethical or legal obligations (pursuant to the *Code of Conduct and Ethics* and the *Conflict of Interest Policy*), or that exploit a relationship with a potential Donor, member, employee, or volunteer
    c) Track all funds and benefits collected, record all expenses, and determine the net result of the Venture
    d) Distribute benefits and funds as per the Venture's proposal
    e) Seek approval from the Sanctioner before distributing funds and benefits outside of the scope of the proposal

13. When the Venture has concluded, a report must be submitted to the Sanctioner detailing the result of, and distribution of funds and benefits from, the Venture. If approval from the Organization was required for a Venture (under the **Organization Approval** section of this Policy) a report must also be submitted to the Organization

Template – Selection Policy (Individual)

"Organization" refers to: _____

Note: The yellow text indicates where the organization would insert content specific to the organization. The *green italicized notes* are endnotes that are directions for the organization and would be deleted before the publication of the policy.

SPORT: [**SPORT**]
EVENT: [**EVENT**]
POLICY: Athlete and Coach Selection Policy

Title endnotes: Delete 'and Coach' – if this document does not include Section 9

SECTION 1 – PURPOSE

The purpose of this document is to set out the process that will be used by the Organization to select athletes to represent the Organization at the [**EVENT**].

SECTION 2 – OBJECTIVE

The objective of this selection policy is to select [**TOTAL ## of ATHLETES**] athletes who will participate in the [**EVENT**]. Athletes are selected in the following categories:

- [**CATEGORY**] (**##** athletes)
- [**CATEGORY**] (**##** athletes)

[**GENDER and ## of COACHES? CHAPERONES?**]

SECTION 3 – ELIGIBILITY

To be eligible for selection, the athletes must be:

- [**YEAR of BIRTH RESTRICTIONS FOR EACH CATEGORY**]
- Canadian Citizens, or eligible for Canadian Citizenship and actively pursuing either Citizenship Certificates or Canadian Passports
- Members in good standing with the Organization
- Agree to adhere to the Organization's policies
- [**ADDITIONAL ELIGIBILITY REQUIREMENTS**]

Once selected, the athletes will be expected to be training towards, and meet the physical standards expected by, the [**EVENT**].

Section 3 endnotes: This section describes how athletes can become eligible to be selected. Check to see if there are additional eligibility requirements.

SECTION 4 – SELECTION PROCESS

Athletes participate in [**TRYOUTS**]. Athletes may be exempted from participation in the [**TRYOUTS**] due to sickness, injury, or other circumstances. These athletes shall still be eligible for selection provided they have a signed letter from a medical professional and approval from the Organization.

[**CAN ATHLETES BE PRE-SELECTED? HOW?]**

[**ARE THERE ANY RESTRICTIONS ON ATHLETE PARTICIPATION?]**

Notes: The preliminary part of this section explains how athletes qualify for the selection process, if they can be exempted, if they can be pre-selected, and if there is a limit on the number of athlete participants. Exemptions and pre-selections are usually decided in advance by the Organization.

Tryouts

[ARE TRYOUTS NECESSARY?]

[ARE THERE ANY RESTRICTIONS ON THE NUMBER OF ATHLETE PARTICIPANTS?]

[WHAT TYPE OF COMPETITION?]

[IS THERE A RANKING SYSTEM? WHAT IS IT?]

[ARE THERE MORE CRITERIA FOR SELECTION – IN ADDITION TO THE RESULT OF THE COMPETITION OR THE RANKING OF ATHLETES?]

[IS THERE A BODY THAT CHOOSES WHICH ATHLETES ADVANCE?]

[ARE THERE ALTERNATE ATHLETES? HOW MANY? HOW ARE THEY DETERMINED?]

Notes: This subsection is used to explain the format of the competition, the rating system, how athletes are ranked, and if there is a group that includes other criteria (in addition to athlete ranking) when deciding which athletes advance. Athletes may advance automatically due to their results and it is possible that, at this stage of the selection process, a Selection Committee does not exist. Alternate athletes are not always designated at this stage of the selection process.

Tie-Breaking

[IF THERE IS A TIE – HOW IS IT BROKEN? WHO DECIDES?]

Timelines

The [**TRYOUTS**] shall be held within a time period, determined by the Organization before the [**EVENT**].

Unforeseen Circumstances

If unforeseen circumstances arise which do not allow for this selection process to be implemented as outlined in this document, the Organization reserves the right to identify an alternate process or alternate timelines. Should this occur, all candidates for selection will be notified of these changes in a timely manner.

[IF THE ORGANIZATION ALREADY HAS AN ALTERNATE PROCESS – WHAT IS IT?]

Notes: Some organizations already have an alternate athlete selection process – to be used in the event of poor weather, lack of ice time, or other unforeseen circumstances

Section 4 endnotes: Section 4 should be the longest section in the document. It describes the entire athlete selection process from start to finish. Athletes should be able to read this section and know exactly what they have to do in order to be selected. If the Selection Committee uses an evaluation form or another measure of athlete rating – that form or document should be referenced as an appendix and included at the end of this policy.

SECTION 5 – AUTHORITY FOR SELECTION

The Organization shall appoint member(s) to be responsible for managing the selection of athletes to the [**EVENT**]. The member(s) shall be known as a Selection Committee and are responsible for monitoring the [**TRYOUTS**] and liaising with the selected athletes.

The Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves selection decisions where there is a conflict. Parents of athletes, or other individuals deemed by the Organization to have special interest in the selection process, are not permitted to be members of the Selection Committee.

Using the criteria outlined in Section 4, the Selection Committee will select **[## of ATHLETES**] who will attend the [**EVENT**].

Section 5 endnotes: This section describes the composition of the athlete Selection Committee. Some organizations will have a standing committee for athlete selection. Other organizations will simply designate the Head Coach to be the entire Selection Committee. In both cases, the Selection Committee must not have a conflict of interest for any of its selections.

SECTION 6 – DISMISSAL

An athlete may be dismissed if the athlete:

- Fails to remain a member in good standing with the Organization
- Fails to meet performance expectations
- Fails to train towards, or meet the physical standards expected by, the [**EVENT**]
- Exhibits conduct that is detrimental to the image of the Organization
- Is unable to perform due to injury, illness or other medical reasons as determined by the Organization's medical staff

[DO ATHLETES NEED TO ATTEND EVENTS OR DO ANYTHING SPECIFIC IN ORDER TO REMAIN SELECTED?]

When necessary and appropriate, an athlete may be replaced by an alternate athlete (provided the alternate athlete is still eligible).

Section 6 endnotes: This section describes how an athlete would be dismissed after being selected. Some organizations require athletes to attend specific competitions or compete regularly before the major event.

SECTION 7 – APPEALS

Appeals of selection decisions will be heard and decided in accordance with the *Appeal Policy*.

SECTION 8 – INJURED and REPLACEMENT ATHLETES

The coaches and/or the Selection Committee may apply to the Organization's Board to remove any athlete from any stage of the athlete selection process. Reasons for removal can include: becoming no longer eligible for participation (under Section 3), injury, illness, or misconduct. Reasons for removal will be communicated by written letter to the athlete from the Organization.

The Selection Committee shall designate alternate athletes in each category. [**IS THERE AN ALTERNATE ATHLETE SO DESIGNATED BY VIRTUE OF THE ATHLETE'S RANKING?]** Alternate athletes may be selected if one or more of the originally selected athletes are dismissed prior to the [**EVENT**].

If the alternates have not kept up their physical fitness or are unavailable or uninterested, the Selection Committee may approach other athletes who attended the [**TRYOUTS**] to be named as alternates. Alternate athletes may be included in any training or competitions taking place prior to the [**EVENT**] so that they are prepared if called upon.

Section 8 endnotes: This section describes how selected athletes can be replaced by alternate athletes. Occasionally alternate athletes are designated automatically – for example if the athlete finished in 5th place and the top 4 athletes were selected. Typically, the Selection Committee has discretion when designating alternate athletes.

SECTION 9 – COACH SELECTION PROCESS

The Organization has the authority to select the coaches who will attend the [**EVENT**]. [**IS THERE AN APPLICATION PROCESS?]**

The Organization shall appoint member(s) to be responsible for selecting coaches for [**EVENT**]. The member(s) shall be known as a Coach Selection Committee. The Coach Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves from selection decisions where there is a conflict. Parents of athletes, or other

individuals deemed by the Organization to have special interest in the selection process, are not permitted to be members of the Coach Selection Committee.

[ARE THERE PRE-REQUISITES FOR COACHES TO BE SELECTED? CERTIFICATION, BACKGROUND CHECK, KNOWLEDGE LEVEL, SKILLS, ETC?]

[WHAT WILL THE COACH SELECTION COMMITTEE CONSIDER?]

[ARE THERE ADDITIONAL CONSIDERATIONS? DIVERSITY, LOCATION, GENDER, NEW COACHES, ETC?]

[CAN COACHES BE PRE-SELECTED?]

The Coach Selection Committee shall select **[## of COACHES]** to attend the [**EVENT**]. The Coach Selection Committee reserves the right to select coaches from outside the pool of applicants.

The Coach Selection Committee reserves the right to dismiss a coach if, in its estimation, the coach is not sufficiently preparing the athletes for the [**EVENT**] or if there are other legitimate reasons, as determined by the Coach Selection Committee or the Organization, for dismissal.

Section 9 endnotes: This section describes how coaches are selected by the Organization. The Organization does not always give itself authority to select coaches – sometimes coaches are selected automatically based on their region or the athletes who were selected. In those cases, this section may not be required. The event's technical package may have specific certification or other requirements for coaches. Organizations may not have a standing Coach Selection Committee and may simply choose to designate a single person to take responsibility for coach selection. If there was an application process for coach selection, the Organization should give itself discretion to choose a coach from outside of the pool of applicants.

APPENDIX A – EVALUATION FORMS

[ARE THERE EVALUATION FORMS OR RANKING SHEETS FROM THE ATHLETE SELECTION PROCESS (SECTION 4) THAT NEED TO BE ATTACHED AS APPENDICES?]

Template – Selection Policy (Team)

"Organization" refers to: _____

Note: The yellow text indicates where the organization would insert content specific to the organization. The *green italicized notes* are endnotes that are directions for the organization and would be deleted before the publication of the policy.

SPORT: [**SPORT**]
EVENT: [**EVENT**]
POLICY: Team and Coach Selection Policy

Title endnotes: Delete 'and Coach' – if this document does not include Section 9.

Often, team selection is simply athlete selection and the teams are created from selected athletes. Occasionally an entire team competes in the selection process and is selected as a team.

SECTION 1 – PURPOSE

The purpose of this document is to set out the process that will be used by the Organization to select teams to represent the Organization at the [**EVENT**].

SECTION 2 – OBJECTIVE

The objective of this selection policy is to select [**TOTAL ## of ATHLETES**] athletes for the creation of [**TOTAL ## of TEAMS**] that will participate in the [**EVENT**]. There is one team in each of the following categories:

- [**CATEGORY**] (**##** athletes)
- [**CATEGORY**] (**##** athletes)

[**GENDER and ## of COACHES? CHAPERONES?**]

SECTION 3 – ELIGIBILITY

To be eligible for selection, the team's athletes must be:

- [**YEAR of BIRTH RESTRICTIONS FOR EACH CATEGORY**]
- Canadian Citizens, or eligible for Canadian Citizenship and actively pursuing either Citizenship Certificates or Canadian Passports
- Members in good standing with the Organization
- Agree to adhere to the Organization's policies
- [**ADDITIONAL ELIGIBILITY REQUIREMENTS**]

Once selected, the team's athletes will be expected to be training towards, and meet the physical standards expected by, the [**EVENT**].

Section 3 endnotes: This section describes how athletes can become eligible to be selected to the team. Check to see if there are additional eligibility requirements.

SECTION 4 – SELECTION PROCESS

[**ATHLETES and/or TEAMS**] participate in [**TRYOUTS**]. Athletes may be exempted from participation in the [**TRYOUTS**] due to sickness, injury, or other circumstances. These athletes shall still be eligible for selection to the [**EVENT**] provided they have a signed letter from a medical professional and approval from the Organization.

[**CAN ATHLETES OR TEAMS BE PRE-SELECTED? HOW?]**

[**ARE THERE ANY RESTRICTIONS ON ATHLETE OR TEAM PARTICIPATION?]**

Notes: The preliminary part of this section explains how athletes and/or teams qualify for the selection process, if they can be exempted, if they can be pre-selected, and if there is a limit on the number of athlete or team participants. Exemptions and pre-selections are usually decided in advance by the Organization.

Tryouts

[ARE TRYOUTS NECESSARY?]

[ARE THERE ANY RESTRICTIONS ON THE NUMBER OF ATHLETE OR TEAM PARTICIPANTS?]

[WHAT TYPE OF COMPETITION?]

[IS THERE A RANKING SYSTEM? WHAT IS IT?]

[ARE THERE MORE CRITERIA FOR SELECTION – IN ADDITION TO THE RESULT OF THE COMPETITION OR THE RANKING OF ATHLETES OR TEAMS?]

[IS THERE A BODY THAT CHOOSES WHICH ATHLETES OR TEAMS ADVANCE?]

[ARE THERE ALTERNATE ATHLETES OR TEAMS? HOW MANY? HOW ARE THEY DETERMINED?]

Notes: This subsection is used to explain the format of the competition, the rating system, how athletes or teams are ranked, and if there is a group that includes other criteria (in addition to athlete or team ranking) when deciding which athletes or teams advance. Athletes or teams may advance automatically due to their results and it is possible that, at this stage of the selection process, a Selection Committee does not exist. Alternate athletes or teams are not always designated at this stage of the selection process.

Tie-Breaking

[IF THERE IS A TIE – HOW IS IT BROKEN? WHO DECIDES?]

Timelines

The [**TRYOUTS**] shall be held within a time period, determined by the Organization before the [**EVENT**].

Unforeseen Circumstances

If unforeseen circumstances arise which do not allow for this selection process to be implemented as outlined in this document, the Organization reserves the right to identify an alternate process or alternate timelines. Should this occur, all candidates for selection will be notified of these changes in a timely manner.

[IF THE ORGANIZATION ALREADY HAS AN ALTERNATE PROCESS – WHAT IS IT?]

Notes: Some Organizations already have an alternate selection process – to be used in the event of poor weather, lack of ice time, or other unforeseen circumstances

Section 4 endnotes: Section 4 should be the longest section in the document. It describes the entire selection process from start to finish. Athletes or teams should be able to read this section and know exactly what they have to do in order to be selected. If the Selection Committee uses an evaluation form or another measure of athlete or team rating – that form or document should be referenced as an appendix and included at the end of this policy.

SECTION 5 – AUTHORITY FOR SELECTION

The Organization shall appoint member(s) to be responsible for managing the selection of [**ATHLETES and/or TEAMS**] to the [**EVENT**]. The member(s) shall be known as a Selection Committee and are responsible for monitoring the [**TRYOUTS**] and liaising with the selected **ATHLETES and/or TEAM**].

The Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves selection decisions where there is a conflict. Parents of athletes, or other individuals deemed by the Organization to have special interest in the selection process, are not permitted to be members of the Selection Committee.

Using the criteria outlined in Section 4, the Selection Committee will select **[## of ATHLETES**] for each category of team that will attend the [**EVENT**], and shall designate alternate athletes for each team.

Section 5 endnotes: This section describes the composition of the Selection Committee. Some organizations will have a standing committee for selection. Other organizations will simply designate the Head Coach to be the entire Selection Committee. In both cases, the Selection Committee must not have a conflict of interest for any of its selections.

SECTION 6 – DISMISSAL FROM A TEAM

An athlete may be dismissed from a team if the athlete:

- Fails to remain a member in good standing with the Organization
- Fails to meet performance expectations
- Fails to train towards, or meet the physical standards expected by, the [**EVENT**]
- Exhibits conduct that is detrimental to the image of the Organization

- Is unable to perform due to injury, illness or other medical reasons as determined by the Organization's medical staff

[DO ATHLETES OR TEAMS NEED TO ATTEND EVENTS OR DO ANYTHING SPECIFIC IN ORDER TO REMAIN SELECTED?]

When necessary and appropriate, an [**ATHLETE or TEAM**] may be replaced by an alternate [**ATHLETE or TEAM**] (provided the alternate [**ATHLETE or TEAM**] is still eligible) from among the alternate [**ATHLETES or TEAMS**] designated by the Selection Committee. Replacement [**ATHLETES or TEAMS**] are selected at the discretion of the head coach.

Section 6 endnotes: This section describes how an athlete or team would be dismissed after being selected. Some Organizations require athletes or teams to attend specific competitions or compete regularly before the major event.

SECTION 7 – APPEALS

Appeals of selection decisions will be heard and decided in accordance with the Organization's Appeal Policy.

SECTION 8 – INJURED and REPLACEMENT ATHLETES

The coaches and/or the Selection Committee may apply to the Organization's Board to remove any [**ATHLETE and/or TEAM**] from any stage of the athlete selection process. Reasons for removal can include: becoming no longer eligible for participation (under Section 3), injury, illness, or misconduct. Reasons for removal will be communicated by written letter to the [**ATHLETE or TEAM**] from the Organization.

The Selection Committee shall designate alternate [**ATHLETES and/or TEAMS**] in each category. [**IS THERE AN ALTERNATE ATHLETE OR TEAM SO DESIGNATED BY VIRTUE OF THE ATHLETE'S OR TEAM'S RANKING?]** Alternate [**ATHLETES or TEAMS**] may be selected if one or more of the originally selected [**ATHLETES or TEAMS**] are dismissed prior to the [**EVENT**].

If the alternates have not kept up their physical fitness or are unavailable or uninterested, the Selection Committee may approach other [**ATHLETES or TEAMS**] who attended the [**TRYOUTS**] to be named as alternates. Alternate [**ATHLETES or TEAMS**] may be included in any training or competitions taking place prior to the [**EVENT**] so that they are prepared if called upon.

Section 8 endnotes: This section describes how selected athletes or teams can be replaced by alternate athletes. Occasionally alternate athletes or teams are designated automatically – for example if the athlete or team finished in 5th place and the top 4 athletes or teams were selected. Typically, the Selection Committee has discretion when designating alternate athletes or teams.

SECTION 9 – COACH SELECTION PROCESS

The Organization has the authority to select the coaches who will attend the [**EVENT**]. [**IS THERE AN APPLICATION PROCESS?]**

The Organization shall appoint member(s) to be responsible for selecting coaches for [**EVENT**]. The member(s) shall be known as a Coach Selection Committee. The Coach Selection Committee must be free from actual and perceived conflict of interest and, where conflict of interest may exist, Committee members must identify the conflict and excuse themselves from selection decisions where there is a conflict. Parents of athletes, or other individuals deemed by the Organization to have special interest in the selection process, are not permitted to be members of the Coach Selection Committee.

[ARE THERE PRE-REQUISITES FOR COACHES TO BE SELECTED? CERTIFICATION, BACKGROUND CHECK, KNOWLEDGE LEVEL, SKILLS, ETC?]

[WHAT WILL THE COACH SELECTION COMMITTEE CONSIDER?]

[ARE THERE ADDITIONAL CONSIDERATIONS? DIVERSITY, LOCATION, GENDER, NEW COACHES, ETC?]

[CAN COACHES BE PRE-SELECTED?]

The Coach Selection Committee shall select **[## of COACHES]** to attend the [**EVENT**]. The Coach Selection Committee reserves the right to select coaches from outside the pool of applicants.

The Coach Selection Committee reserves the right to dismiss a coach if, in its estimation, the coach is not sufficiently preparing the athletes for the [**EVENT**] or if there are other legitimate reasons, as determined by the Coach Selection Committee or the Organization, for dismissal.

Section 9 endnotes: This section describes how coaches are selected by the Organization. The Organization does not always give itself authority to select coaches – sometimes coaches are selected automatically based on their region or the athletes who were selected. In those cases, this section may not be required. The event's technical package may have specific certification or other requirements for coaches. Organizations may not have a standing Coach Selection Committee and may simply choose to designate a single person to take responsibility for coach selection. If there was an application process for coach selection, the Organization should give itself discretion to choose a coach from outside of the pool of applicants.

APPENDIX A – EVALUATION FORMS

[ARE THERE EVALUATION FORMS OR RANKING SHEETS FROM THE ATHLETE OR TEAM SELECTION PROCESS (SECTION 4) THAT NEED TO BE ATTACHED AS APPENDICES?]

SECTION XI – FINANCES AND CORPORATE MAINTENANCE

Corporate Requirements

Every incorporated organization is required to maintain a corporate profile with the provincial/territorial government. Reporting requirements to ensure the profile is up to date include annually reporting the active Directors and Officers. The profile will also contain the date the organization was incorporated, the letters patent, any supplementary letters patent, and the current directors.

Record Keeping

Organizations are required, by law, to keep various records. Other records should be kept by a prudent organization even if there is no legal requirement. Organizations can have a policy for record-keeping or describe record-keeping responsibilities in their other policies or committee terms of reference. The following records should or must be kept:

RECORD	REQUIRED BY
Constitution, Bylaws and any amendments	Act of Incorporation
Financial statements	Act of Incorporation
List of Directors	The Association
List of Members	The Association
Conflict of Interest declarations	Conflict of Interest Policy
Complaint and appeal decisions	Discipline and Complaints Policy, Appeal Policy
Director Agreements	The Association
Candidate Qualification forms	The Association
Screening Disclosure forms, Criminal Record Checks, Vulnerable Sector Checks	Screening Policy
Volunteer Agreements	The Association
Registration system (electronic or forms	The Association
Waivers and Assumption of Risk forms	The Association
Travel Consent forms	Travel Policy

Records must be kept for a different length of time depending on the legislation. However, organizations should want to retain all important records indefinitely.

Records that are temporary or based on certain individuals (like Candidate Qualification forms for Directors and Conflict of Interest declarations) do not have to be kept for any specific length of time but should certainly be kept until the individual's term of engagement with the organization has ended.

Access

Records kept under the *Alberta Societies Act* can be accessed at all times by Directors during the regular operating hours of the organization. The organization must also provide records to Directors free of charge. Members are entitled to free copies of the Bylaws (these are commonly posted on the organization's website) and may request access to the register of Members – but only the Members' names, addresses, class, and membership length.

Location

Records should be stored at the head office of the organization or at a location the Directors determine. The President or Secretary of the organization may need the most regular access to records and keeping the documents with this person may be most sensible.

Finance and Accounting

As part of an incorporated organization's legal reporting responsibilities, it must keep up-to-date financial records that, depending on the organization's financial status, may need to be audited at the end of the organization's financial year. The financial statement and accounting methods should be described in the organization's Financial Policy (**Template – Financial Policy**).

Template – Financial Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Representative*** – Individuals employed by, or engaged in activities on behalf of, the Organization including: coaches, convenors, officials, staff members, contract personnel, volunteers, managers, administrators, committee members, and directors and officers of the Organization

Purpose

2. The Organization will function as a Not-For-Profit organization and all fundraising, fees, sponsorship, and grants will be used for the on-going development of the sport.

3. The purpose of this Policy is to guide the financial management practices of the Organization.

Budget and Reports

4. The Organization's Board of Directors will develop and approve an annual budget which will contain the Organization's total anticipated expenditures and revenues.

5. The Treasurer (or designate) will, at each meeting of the Board, present an interim financial statement (which includes revenues and expenditures) to the Board for approval.

6. The Treasurer (or designate) will, at the Annual General Meeting, present Financial Statements as required by applicable legislation and any other report as determined by the Board.

7. The financial statements of the Organization will be reviewed by an auditor appointed by the Board, if required by the *Alberta Societies Act.*

Fiscal Year

8. The Organization's fiscal year will be as described in the Bylaws.

Banking - Revenue

9. Registration fees shall be reviewed annually by the Treasurer who will make recommendations to the Board; which shall approve fees for each year well in advance of the start of the registration year.

10. All money received by the Organization will be placed into a general fund and will be used for all necessary and permitted purposes for the operation of the Organization, as determined by the Organization's Board.

11. All money received by the Organization will be deposited, in the name of the Organization, with a reputable financial institution.

Signing Officers

12. All contracts, documents, or any other instruments in writing requiring the signature of the Association shall be signed by at least two of the following:
    a) President
    b) Treasurer
    c) A Director appointed by the Board as a signing authority

13. Any contracts, documents or any other instruments in writing which have been approved in the Organization's budget that are under $10,000 are not subject to this section and may be executed by the Treasurer or any individual delegated such signing authority by the Board.

14. All cheques under $10,000 require signatures from both of the following:
    a) President
    b) A Director appointed by the Board as a signing authority

15. All cheques of $10,000 or above require signatures from both of the following:
    a) President
    b) Two Directors appointed by the Board as signing authorities

16. All cheques payable to any signing authority will not be signed by that signing authority.

Expenses

17. Requests for purchases require the following:
    a) Approval of the Treasurer (or designate)
    b) Approval of the Board (for purchases over $5,000)

18. All expenses will be supported with receipts and must be detailed to budget items, projects, or functions by the Organization's Treasurer (or designate)

19. Approved expenses are to be claimed and reported no later than thirty (30) days following the date of the expense. Expenses submitted beyond the thirty (30) day reporting requirement will be paid only upon the Board's approval.

20. Any expenditure not approved within the annual budget will be approved by the Board prior to any such expenditure. Without the Board's approval, the expenditure will not be paid by the Organization unless determined otherwise by the Board.

Accounts

21. Accounts receivable terms are net ninety (90) days from the date of invoice.

22. Accounts payable will be paid within the terms of the supplier invoice. Where no terms are specified, accounts will be paid within thirty (30) days.

Credit Card

23. With the approval of the Board, the Organization may acquire credit cards for the use of staff members who are required to make purchases on a regular basis for travel, accommodation, and other expenses related to their duties on behalf of the Organization. The Board will determine who receives credit cards and what the credit card limits will be.

24. Credit card holders will be responsible for all charges made on credit cards issued in their name.

25. Credit cards must only be used for authorized payments that include:
    a) Payment of actual and reasonable expenses incurred on authorized Organization business, including travel and accommodation, where it is not feasible for these costs to have been paid in advance of the expense being incurred or for the costs to be invoiced to the Organization
    b) Purchase of goods or budgeted items

26. For the purposes of this Policy, expenses included in an annual Organization budget as approved by the Board are considered to be authorized. Expenses that fall outside the approved budget must be approved before being charged to an Organization credit card.

27. Credit cards are not to be used for any personal expenses and may not be used for meal purchases except with prior authorization.

28. All expenses charged to a credit card should be supported by a credit card receipt issued by the merchant or a detailed supplier invoice to confirm that the expenses are properly incurred on Organization business.

29. Under no circumstances are cash advances to be drawn on Organization credit cards.

30. In addition, the following individuals have credit card responsibilities:

    Cardholders must:
    - i. not allow another person to use the card
    - ii. protect the pin number of the card
    - iii. only purchase within the credit limit of the card
    - iv. notify the credit card company if the card is lost or stolen
    - v. keep the card with them at all times, or in a secure location
    - vi. forward to the Treasurer (or designate), on a monthly basis, all receipts for expenses charged to the card in the previous month
    - vii. surrender the credit card upon the cardholder ceasing to perform the role for which the card was issued

    The Organization's Treasurer (or designate) must:
    - i. ensure that each credit card issued to an individual is paid in full on a monthly basis
    - ii. review and reconcile each credit card statement on a monthly basis
    - iii. bring to the attention of the Board any credit card expense which does not appear to be authorized under this policy
    - iv. recover from the cardholder any funds owing for unauthorized expenses

Expense Claims

31. Representatives may submit expense claims to the Treasurer (or designate) for personal expenses incurred in performing their duties for the Organization. Generally, only expenses pre-approved by the Organization's Treasurer (or designate) will be reimbursed - and only within three months of the incurred expense. Expense claims must include:
    a) The exact amount each separate expense
    b) The date on which the expense occurred
    c) The place and location of the expense
    d) The purpose of the expense
    e) A receipt for the expense

32. Representatives may submit expense claims to the Treasurer (or designate) for travel and/or accommodation expenses for conferences, tournaments, provincial/territorial meetings, or national meetings; provided the expected expense reimbursement amount is pre-approved by the Treasurer (or designate).

33. Generally, no cash advances will be provided. If there is a need for a cash advance, a request must be made to the Treasurer for approval of the advance.

34. Expenses will be reimbursed in amounts outlined in the following table:

Expense	Rate	Notes
Travel – Mileage	$X.XX per kilometre	Association to determine rate. Government of Canada rates can be used.
Travel – Air	Lowest economy	Prior approval required
Breakfast	$X.XX	Association to determine rate. Government of Canada rates can be used. Receipts not required
Lunch	$X.XX	Association to determine rate. Government of Canada rates can be used. Receipts not required
Dinner	$X.XX	Association to determine rate. Government of Canada rates can be used. Receipts not required
Full Day	$X.XX	Association to determine rate. Government of Canada rates can be used. Receipts not required
Accommodation	Best available rate	Receipt required Prior approval required
Incidental expenses	Actual cost, upon prior approval	Receipt required

35. The Organization will not reimburse for costs above the specified rates without prior approval of the Treasurer (or designate). Where costs above the specified rates are approved, receipts must be provided.

Travel and Accommodation Expenses

36. Air travel is to be booked through the Organization whenever possible. Air travel including fares and itineraries is to be approved in advance by the Treasurer (or designate). In no circumstance will fares above the economy fare be reimbursed. Car travel will be reimbursed at the mileage rate specified in this Policy. Car rentals will be reimbursed where authorized.. Individuals are expected to travel as foot-passengers where possible. Advance booking fees will be reimbursed where required by the nature and purpose of the travel.

37. Whenever possible, the Representatives who are attending the same event should travel together and stay with friends or event organizers where possible. However, only the driver may submit car-related expenses

38. Accommodation will be reimbursed based on the approved rate. The association may choose to make accommodation bookings directly.

39. The Organization will not provide reimbursement for parking tickets, speeding tickets or fines for any other violations.

40. A Representative attending an event where meals are not provided may request a per-diem allowance before attending the event. Per-diem rates are listed in the above table and do not require receipts. Individuals will not be reimbursed where meals are provided as part of an event or where meals are included in the accommodation rate.

Other Expenses

41. Representatives may be reimbursed for long distance telephone calls provided the expenses were related to the Organization. Expense claims for telephone expenses must include the name of the person called, their connection to the Organization, and the purpose of the call.

42. Actual and reasonable expenses for items such as parking and copying may be reimbursed. Receipts must be provided for all such expenses, and prior approval should be received.

Signing Authority – Other Documents

43. In the absence of any resolution to the contrary passed by the Board, the deeds, contracts, securities, bonds and other document(s) requiring the signature of two signing officers. The Board may authorize other persons to sign on behalf of the Organization.

44. Copies of all deeds, contracts, securities, bonds and other document(s) requiring the signature of the Organization will be made available for review by the Board if requested.

NSF Charges

45. The Organization will charge a twenty-five dollar ($25.00) [or rate as determined by organization] charge on all NSF Cheques.

Replacement Cheques

46. Lost or missing cheques will not be re-issued until after the next applicable month end reconciliation has taken place.

47. Cheques that need to be replaced due to loss will be assessed a xxx dollar ($X.00) [Association to determine amount] administration fee.

48. Lost or missing cheques that have not been claimed by the Organization's year end will not be reissued.

SECTION XII – POLICY SUPPORT

Policies Required by Law

Organizations naturally have a responsibility to follow the law. Besides adhering to the *Alberta Societies Act* (see: **SECTION III – INCORPORATING**) organizations must pay attention to other laws that affect how they operate.

CASL

Canada's Anti-Spam Law (CASL) prohibits, among other things, using false or misleading representations online in the promotion of products or services, installing software on a computer without the consent of the computer's owner, collecting personal information through accessing a computer system in violation of federal law, and collecting electronic addresses by the use of computer programs, or using such addresses without permission.

Many sport organizations are not in the 'promotions' business and there are exceptions to the law. The CASL specifically prohibits sending a message unless:

- It is non-commercial activity
- It is from a political party
- It is from a charity that engages Canadians through email if these communications do not involve selling or promoting a product
- It is from a charity that engages in commercial activities with people who have made a donation, volunteered or were a member of the organization in the last 18 months; or
- There exists a "Non-Business Relationship" between the recipient and the sender or there is a membership relationship (within the two-year period immediately before the day on which the message was sent)

Most local organizations will send messages that fall into the final category – that of a 'non-business relationship' between the organization and its Members.

Regardless of the type of message being sent, it must also contain:

- Information that identifies the person who sent the message
- Information that enables the person who received it to readily contact the sender; and
- An "unsubscribe" mechanism

PIPEDA

The privacy of personal information in not-for-profit organizations is governed by the Personal Information Protection and Electronic Documents Act (PIPEDA) and, in some jurisdictions, by an additional Act that applies first before PIPEDA. Any personal information that is transferred between the members and the organization must be handled in a certain manner. The organization is required by law to have a *Privacy Policy* (**Template – Privacy Policy**) that describes how this information is collected, stored, and destroyed as well as how members can access their information from the organization.

Policy Development

A policy is not a document that should be created to solve a problem or address a single issue. Decisions by the Board or by a committee can do that. A policy should be created only when there is a systemic issue and a standard procedure can help or contribute to the efficiency of the organization. For example, the Board does not need to have a 'Member Fee Policy'. Members' fees can be determined by a committee or by a Director and a standard procedure or formula does not always have to be used. But, alternatively, if an organization's teams or athletes frequently travel out of the province/territory, a *Travel Policy* (**Template – Travel Policy**) can be created to help guide the process (i.e., by outlining approval requirements, insurance, parental permission, etc.). Some other sample policies include:

- ***Confidentiality Policy*** – describes how Directors must keep personal information and some decisions in confidence, protects the organization's proprietary information (**Template – Confidentiality Policy**)

- ***Social Media Policy*** – describes how individuals involved with the organization (such as athletes and coaches) should best use social media to interact with each other (**Template – Social Media Policy**)

- ***Event Discipline Policy*** – describes how participants may be disciplined during at event (with potential further discipline to be applied later per the *Discipline and Complaints Policy)* (**Template – Event Discipline Policy**)

- ***Team Manager and Chaperone Policy*** – describes the role and requirements for team managers and chaperones (**Template – Team Manager and Chaperone Policy**)

- ***Risk Management Policy*** – describes how the organization will manage risks (**Template – Risk Management Policy**)

- ***Athlete Protection Policy*** – general and sport-specific recommendations for how the organization can ensure the protection of its athletes (**Template – Athlete Protection Policy**)

- ***Diversity, Equity and Inclusion Policy*** – describes the organization's efforts to increase diversity and support equitable and inclusion programming (**Template – Diversity, Equity and Inclusion Policy**)

- ***Team Names and Logos Policy*** – describes the standard for appropriate team names and logos (**Template – Team Names and Logos Policy**)

- ***Waiver and Assumption of Risk*** – describes how an athlete or an athlete's parent/guardian accepts the physical risk of participating in the sport and how athletes who are the age of majority or older waive the organization's legal responsibility in the case of negligence (**Template – Waiver and Assumption of Risk**)

- ***Registration Form*** – describes what the athlete and/or the athlete's parent guardian are accepting (and agreeing to adhere to, such as the organization's policies and procedures) when they register with the organization (**Template – Registration Form**)

Template – Privacy Policy

"Organization" refers to: _____

This Policy is based on the standards required by PIPEDA as interpreted by the Organization

Alberta has provincial legislation similar to PIPEDA that applies first, before PIPEDA is applied. However, PIPEDA will still apply if any Personal Information crosses provincial/territorial borders. In Alberta, the Personal Information Protection Act (PIPA) applies before PIPEDA

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Acts –*** Personal Information Protection and Electronics Documents Act ("PIPEDA") and Personal Information Protection Act (PIPA)
    b) ***Commercial Activity*** – Any particular transaction, act or conduct that is of a commercial character.
    c) ***IP Address*** – A numerical label that is assigned to electronic devices participating in a computer network that uses internet protocol for communication between devices.
    d) ***Personal Information*** – any information about an individual that relates to the person's personal characteristics including, but not limited to: gender identity, age, income, home address or phone number, ethnic background, family status, health history, and health conditions
    e) ***Representatives*** – All individuals employed by, or engaged in activities on behalf of, the Organization. Representatives include, but are not limited to, staff, administrators, Directors and Officers of the Organization, committee members, and volunteers

Purpose

2. The purpose of this policy is to govern the collection, use and disclosure of personal information in the course of commercial activities in a manner that recognizes the right to privacy of individuals with respect to their personal information and the need of the Organization to collect, use or disclose personal information.

Application of this Policy

3. This Policy applies to Representatives in connection with personal information that is collected, used or disclosed during any commercial activity related to the Organization.

4. Except as provided in the Acts, the Board of Directors will have the authority to interpret any provision of this Policy that is contradictory, ambiguous, or unclear.

Obligations

5. The Organization is obligated to follow and abide by the Acts in all matters involving the collection, use, and disclosure of Personal Information.

6. In addition to fulfilling the legal obligations required by the Acts, the Organization and its Representatives will also fulfill the additional requirements of this Policy. Representatives of the Organization will not:
    a) Disclose personal information to a third party during any business or transaction unless such business, transaction or other interest is properly consented to in accordance with this Policy
    b) Knowingly place themselves in a position where they are under obligation to any organization to disclose Personal Information
    c) In the performance of their official duties, disclose Personal Information to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest

d) Derive personal benefit from Personal Information that they have acquired during the course of fulfilling their duties with the Organization
e) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, the disclosure of Personal Information

Accountability

7. The Privacy Officer is responsible for the implementation of this policy and monitoring information collection and data security, and ensuring that all staff receives appropriate training on privacy issues and their responsibilities. The Privacy Officer also handles personal information access requests and complaints. The Privacy Officer may be contacted at the following address:

[**insert the name and contact information for the Privacy Officer**]

Duties

8. The Privacy Officer will:
   a) Implement procedures to protect personal information
   b) Establish procedures to receive and respond to complaints and inquiries
   c) Record all persons having access to personal information
   d) Ensure any third party providers abide by this Policy
   e) Train and communicate to staff information about the Organization's privacy policies and practices.

Identifying Purposes

9. Personal information may be collected from participants and prospective participants for purposes that include, but are not limited to, the following:

Communications

a) Sending communications in the form of e-news or a newsletter with content related to the Organization's programs, events, fundraising, activities, discipline, appeals, and other pertinent information
b) Publishing articles, media relations and postings on the Organization's website, displays or posters
c) Award nominations, biographies, and media relations
d) Communication within and between Stakeholders and Individuals
e) Checking residency status

Registration, Database Entry and Monitoring

a) Registration of programs, events and activities
b) Database entry at the Coaching Association of Canada and to determine level of coaching certification, coaching qualifications, and coach selection.
c) Database entry to determine level of officiating certification and qualifications
d) Determination of eligibility, age group and appropriate level of play/competition
e) Athlete registration, outfitting uniforms, and various components of athlete and team selection
f) Technical monitoring, officials training, educational purposes, sport promotion, and media publications

Sales, Promotions and Merchandising

a) Purchasing equipment, coaching manuals, resources and other products
b) Promotion and sale of merchandise

General

a) Travel arrangement and administration
b) Implementation of the Organization's screening program
c) Medical emergency, emergency contact or reports relating to medical or emergency issues
d) Determination of membership demographics
e) Managing insurance claims and insurance investigations
f) Video recording and photography for personal use, and not commercial gain, by spectators, parents and friends
g) Video recording and photography for promotional use, marketing and advertising by the Organization
h) Payroll, honorariums, company insurance and health plans
i) Disclosure of the result of discipline and appeal decisions to the public for the purpose of enforcing sanctions
j) Disclosure of full discipline and appeal decisions to governing organizations for the purposes of long-term suspensions and enforcing sanctions throughout the sport sector regardless of jurisdiction

10. The Organization shall seek consent from individuals when personal information is used for Commercial Activity not previously identified. This consent will be documented as to when and how it was received.

Consent

11. By providing personal information to the Organization, individuals are consenting to the use of the information for the purposes identified in this policy.

12. The Organization shall obtain consent by lawful means (**Appendix A – Consent**) from individuals at the time of collection and prior to the use or disclosure of this information. the Organization may collect personal information without consent where reasonable to do so and where permitted by law.

13. In determining whether to obtain written or implied consent, the Organization will take into account the sensitivity of the Personal Information, as well the participants' reasonable expectations. Individuals may consent to the collection and specified use of Personal Information in the following ways:
    a) Completing and/or signing an application or registration form
    b) Checking a check box, or selecting an option (such as 'Yes' or 'I agree')
    c) Providing written consent either physically or electronically
    d) Consenting orally in person
    e) Consenting orally over the phone

14. The Organization will not, as a condition of providing a product or service, require participants to consent to the use, collection, or disclosure of Personal Information beyond what is required to fulfill the specified purpose of the product or service.

15. An individual may declare to the Privacy Officer in writing to withdraw consent to the collection, use or disclosure of personal information at any time, subject to legal or contractual restrictions. the Organization will inform the individual of the implications of such withdrawal.

16. Consent shall not be obtained from individuals who are minors, seriously ill, or mentally incapacitated and therefore shall be obtained from a parent, legal guardian or person having power of attorney of such an individual.

17. The Organization is not required to obtain consent for the collection of personal information if:

a) If the Organization has reasonable grounds to believe the information could be useful when investigating a contravention of a federal, provincial or foreign law and the information is used for that investigation;
b) For an emergency that threatens an individual's life, health or security;
c) For statistical or scholarly study or research;
d) If it is publicly available as specified in the Acts*;*
e) If the use is clearly in the individual's interest and consent is not available in a timely way; or
a) If knowledge and consent would compromise the availability or accuracy of the information and collection was required to investigate a breach of an agreement or contravention of a federal or provincial/territorial law.

18. The Organization is also not required to obtain consent for the collection of Personal Information if the information is for journalistic, artistic, or literary purposes.

19. The Organization may disclose personal information without the individual's knowledge or consent only:
    a) To a lawyer representing the Organization
    b) To collect a debt that the individual owes to the Organization
    c) To comply with a subpoena, a warrant, or an order made by a court or other body with appropriate jurisdiction
    d) To a government institution that has requested the information and identified its lawful authority, if that government institution indicates that disclosure is for one of the following purposes: enforcing or carrying out an investigation, gathering intelligence relating to any federal, provincial/territorial, or foreign law, national security or the conduct of international affairs, or administering any federal or provincial/territorial law
    e) To an investigative body named in the Acts or a government institution, if the Organization believes the Personal Information concerns a breach of an agreement, contravenes a federal, provincial/territorial, or foreign law, or if the Organization suspects the Personal Information relates to national security or the conduct of international affairs
    f) To an investigative body for purposes related to the investigation of a breach of an agreement or a contravention of a federal or provincial/territorial law
    g) In an emergency threatening an Individual's life, health, or security (the Organization will inform the Individual of the disclosure)
    h) To an archival institution
    i) 20 years after the individual's death or 100 years after the record was created
    j) If it is publicly available as specified in the Acts
    k) If otherwise required by law

Accuracy, Retention, and Openness

20. The Organization shall not collect, use or disclose personal information indiscriminately. Information collected will be for the purposes specified in this Policy, except with the consent of the individual or as required by law.

21. Personal information shall be retained as long as reasonably necessary to enable participation in the Organization, to maintain accurate historical records and or as may be required by law.

22. Documents shall be destroyed by way of shredding and electronic files will be deleted in their entirety.

23. Personal information shall be protected by security safeguards appropriate to the sensitivity of the information against loss or theft, unauthorized access, disclosure, copying, use or modification.

Access

24. Upon written request, and with assistance from the Organization, an individual may be informed of the existence, use and disclosure of their personal information and shall be given access to that information. Further, an individual is entitled to be informed of the source of the personal information along with an account of third parties to whom the information has been disclosed.

25. Requested information shall be disclosed to the individual within 30 days of receipt of the written request at no cost to the individual, or at nominal costs relating to photocopying expenses, unless there are reasonable grounds to extend the time limit.

26. Individuals may be denied access to their Personal Information if the information:
    a) Is prohibitively costly to provide
    b) Contains references to other individuals
    c) Cannot be disclosed for legal, security, or commercial proprietary purposes
    d) Is subject to solicitor-client privilege or litigation privilege

27. Upon refusal, the Organization shall inform the individual the reasons for the refusal and the associated provisions of the Acts.

Compliance Challenges

28. An individual shall be able to challenge compliance with this Policy and the Acts to the designated individual accountable for compliance.

29. Upon receipt of a complaint, the Organization will:
    a) Record the date the complaint is received
    b) Notify the Privacy Officer who will serve in a neutral, unbiased capacity to resolve the complaint;
    c) Acknowledge receipt of the complaint by way of telephone conversation and clarify the nature of the complaint within three (3) days of receipt of the complaint
    a) Appoint an investigator using the Organization's personnel or an independent investigator, who will have the skills necessary to conduct a fair and impartial investigation and will have unfettered access to all file and personnel
    d) Upon completion of the investigation and within thirty (30) days of receipt of the complaint, the investigator will submit a written report to the Organization
    e) Notify the complainant the outcome of the investigation and any relevant steps taken to rectify the complaint, including any amendments to policies and procedures

30. The Organization shall not dismiss, suspend, demote, discipline, harass or otherwise disadvantage any director, officer, employee, trainer, contractor, and other decision-maker within the Organization or deny that person a benefit because the individual, acting in good faith and on the basis of reasonable belief:
    a) Challenges the Organization for its compliance with this Policy
    b) Refuses to contravene this Policy or the Acts
    c) Takes precautions not to contravene this Policy or the Acts; even though said precautions may be in opposition to the regular duties performed by the Individual

Appendix A – Consent

The Organization will include the following paragraph (or a variation) whenever Personal Information is being collected from Individuals:

1. I authorize the Organization to collect and use personal information about me for the purposes described in the Organization's *Privacy Policy*.
2. In addition to the purposes described in the Organization's *Privacy Policy*, I authorize the Organization to:
    a) Distribute my information to Alberta Soccer Association and the applicable provincial/territorial bowls organization
    b) Photograph and/or record my image and/or voice on still or motion picture film and/or audio tape, and to use this material to promote the sport through the media of newsletters, websites, television, film, radio, print and/or display form. I understand that I waive any claim to remuneration for use of audio/visual materials used for these purposes
3. I understand that I may withdraw such consent at any time by contacting the Organization's Privacy Officer. The Privacy Officer will advise the implications of such withdrawal.

Template – Confidentiality Policy

"Organization" refers to: _____

Purpose

1. Terms in this Policy are defined as follows:
    a) ***Athlete*** – Includes any individual who is registered to compete for the Organization
    b) ***Confidential Information*** – Personal information of Individuals including but not limited to home address, email address, personal phone numbers, date of birth, financial information, medical information, child abuse registry checks, and background check information. Additionally, *Confidential Information* also includes information considered to be intellectual property of the Organization such as data, proprietary information, business information, and trade secrets
    c) ***Individuals*** – Refers to all categories of individual members and/or registrants defined in the Bylaws of the Organization who are subject the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
    d) ***Representative*** – All individuals employed by, or engaged in activities on behalf of, the Organization. Representatives include, but are not limited to, staff, administrators, Directors and Officers of the Organization, committee members, and volunteers

Purpose

2. The purpose of this Policy is to ensure the protection of Confidential Information that is proprietary to the Organization.

Scope and Application

3. This policy applies to all Representatives.

4. Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or in the public domain.

5. Individuals voluntarily publishing or consenting to the publication of their personal information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that information for as long as it is available publicly.

Responsibilities

6. Representatives will not, either during the period of their involvement/employment with the Organization or any time thereafter, disclose, publish, communicate, or divulge to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.

7. Representatives will not use, reproduce, or distribute Confidential Information without the express written consent of the Organization.

Complaints and Dispute Resolution

8. Information that is submitted by a party as part of a dispute resolution process is considered Confidential Information and may not be disclosed to anyone not involved with the dispute resolution process until such time as the dispute resolution process is completed or stated otherwise in the Organization's policies related to discipline.

9. A written decision rendered at the conclusion of a dispute resolution process, subject to the direction of the decision-maker, may not be disclosed to any individual or group other than those that are identified (such as National Sport Organizations, Provincial/Territorial Organizations, or professional associations) in the applicable policy or as stated by the decision-maker.

10. Notwithstanding the above, the Organization may publish a summary letter that discloses the result of the dispute resolution process (**Appendix A – Decision Disclosure (Complaint)**) provided this letter limits the disclosure of Confidential Information and complies with the *Privacy Policy*.

Intellectual Property

11. Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with the Organization will be owned solely by the Organization, which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. The Organization may grant permission for others to use its intellectual property.

12. Confidential Information that is intellectual property of the Organization will remain the property of the Organization and, upon cessation of involvement/employment with the Organization, for any reason, or upon request of the Organization, Representatives will immediately return this information, as well as copies and reproductions, and any other media containing this information.

Enforcement

13. A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, suspension or expulsion from membership, or sanctions following a complaint filed pursuant to the *Discipline and Complaints Policy.*

Appendix A – Decision Disclosure Letter (Complaint)

[insert date]

Re: [insert Organization] Complaint Decision

In [month year], [insert Organization] received a complaint naming [Respondent's Name(s)]

[insert Organization] addressed the complaint in a procedurally fair manner per its *Discipline and Complaints Policy*. A [insert title of Panel] appointed to hear the case found that the [Respondent's Name(s)] breached several sections of the *Code of Conduct and Ethics* and [insert other policies, if applicable].

The [insert title of Panel] decided the following sanctions:

- *[insert all sanctions]*

The details of the complaint and the dispute resolution process are confidential pursuant to the *Confidentiality Policy* and *Privacy Policy*.

The Panel's decision is subject to appeal per the *Appeal Policy*.

[insert text re: if the Respondents have completed or complied with the sanction].

[insert name, position]
[insert Organization]

Template – Travel Policy

"Organization" refers to: _____

Purpose

1. The purpose of this Policy is to inform athletes, parents, and coaches travelling to events outside of Alberta of their responsibilities and the expectations of the Organization.

Application of this Policy

2. Specific individuals have responsibilities when teams travel outside of the province/territory. These individuals include:
    a) Parents traveling with the athlete
    b) Parents not traveling with the athlete
    c) Chaperones
    d) Coaches
    e) Team Managers
    f) Athletes

Travel Consent Form

3. Minor athletes traveling with individuals other than their parent/guardian must keep with them a Travel Consent Form (signed by their parent/guardian). A Travel Consent Form is provided at the end of this Policy.

Responsibilities

4. Parents traveling with a minor athlete are responsible for their child during the entirety of the event and have the following additional responsibilities:
    a) Pay all event fees prior to the start of travel
    b) Register for event accommodations in a timely manner. Accommodations outside of those arranged by the manager (such as staying with family, or at a different hotel) must be approved by the coach in advance of arrangements being made
    c) Punctual drop off and pick up of their children at times and places indicated by coaches
    d) Adhere to coach or manager requests for parent meetings, team meetings, or team functions and be punctual to such events
    e) Adhere to coach requests for athlete curfew times
    f) Adhere to coach requests for limiting outside activities (swimming, shopping, etc.)
    g) Report any athlete illness or injury
    h) Report any incident likely to bring discredit to the Organization
    i) Adhere to the Organization's policies and procedures, particularly the *Code of Conduct and Ethics*
    j) If travelling outside of Canada, ensure that all passports are valid and not expired

5. Parents not traveling with the athlete have the following responsibilities:
    a) Assign to their child a chaperone from among the other parents in attendance. The chaperone may not be a team coach, assistant coach, or manager
    b) Provide the chaperone with a Travel Consent Form
    c) Provide the chaperone with emergency contact information
    d) Provide the chaperone with any necessary medical information
    e) Pay all event fees prior to the start of travel
    f) Provide the child with enough funds to pay for food and incidentals
    g) If travelling outside of Canada, ensure that all passports are valid and not expired

6. Chaperones have the following responsibilities:
    a) Obtain and carry any Travel Consent Forms, emergency contact information, and medical information
    b) Punctual drop off and pick up of their children at times and places indicated by coaches
    c) Adhere to coach or manager requests for parent meetings, team meetings, or team functions and be punctual to such events
    d) Adhere to coach requests for athlete curfew times
    e) Adhere to coach requests for limiting outside activities (swimming, shopping, etc.)
    f) Report any athlete illness or injury
    g) Report any incident likely to bring discredit to the Organization
    h) Inspect hotel rooms rented for damage before check in and after check out. Report any damage to the coach
    i) Approve visitors to the athlete accommodations, at their discretion
    j) Adhere to the Organization's policies and procedures, particularly the *Code of Conduct and Ethics*

7. Coaches have the following responsibilities:
    a) Arrange all team meetings and training sessions
    b) Determine curfew times
    c) Work in close co-operation with the chaperones on all non-sport matters
    d) Report to the Organization incident likely to bring discredit to the Organization
    e) Together with the chaperones, decide temporary disciplinary action to be taken at the scene of an incident, and report such incident and action to the parents of the athletes involved as well as to the Organization for further disciplinary action, if applicable, under the *Discipline and Complaints Policy*
    f) Adhere to the Organization's policies and procedures, particularly the *Code of Conduct and Ethics*

8. Team/Event Managers have the following responsibilities:
    a) Ensure an appropriate chaperone-to-athlete ratio that does not exceed five athletes per chaperone
    b) Organize accommodations and inform parents and chaperones how to register and pay for accommodations
    c) Room female and male athletes separately. Coaches and chaperones must be roomed separately from athletes, unless the athlete is the child of the coach or chaperone
    d) Coordinate and collect all travel expenses from parents

9. Athletes have the following responsibilities:
    a) Arrive at each event ready to participate
    b) Make any visitor requests to chaperones before the visit is expected
    c) Represent the Organization to the best of their abilities at all times
    d) Communicate any problems or concerns to the coaches and chaperone just as they would their own parents
    e) Check in with the chaperone when leaving their rooms
    f) Not leave the hotel alone or without permission of the coach/chaperone and check-in when returning
    g) Adhere to the Organization's policies and procedures, particularly the *Code of Conduct and Ethics*

Travel Consent Form

To whom it may concern,

I / we, the parent(s)/guardian(s) of _____ officially give my / our consent for my / our minor child to travel with the following individuals who are also associated with the Organization:

_____

_____

_____

My / our child was born on _____ at the location of _____ . If required, my / our child's passport number is _____. Attached to this form is a list of any additional medical needs my / our child requires.

I / we understand that the event is a _____ which is located in _____. Barring extenuating circumstances the event should last for a duration of _____ days between the dates of _____ and _____ .

If there are any questions about the consent provided, I / we can be reached at the following telephone number(s) _____ and the following email addresses _____ .

Sincerely,

Signed, _____

Dated, _____

Template – Social Media Policy

"Organization" refers to: _____

Definitions

1. The following term has this meaning in this Policy:
    a) ***Individuals*** – Refers to all categories of individual members and/or registrants defined in the Bylaws of the Organization who are subject the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
    b) ***Social Media*** – The catch-all term that is applied broadly to new computer-mediated communication media such as texting, blogs, Facebook, Instagram, Snapchat, TikTok, Tumblr, Twitter, and YouTube

Purpose

2. The Organization is aware that Individual interaction and communication occurs frequently on Social Media. The Organization cautions Individuals that any conduct falling short of the standard of behaviour required by this *Social Media Policy* and the *Code of Conduct and Ethics* may be subject to the disciplinary sanctions identified within the *Discipline and Complaints Policy*.

Application of this Policy

3. This Policy applies to all Individuals.

Conduct and Behaviour

4. The following conduct and behaviour occurring on Social Media may be the subject of a complaint pursuant to the *Discipline and Complaints Policy*:
    a) Posting a disrespectful, hateful, harmful, disparaging, insulting, or otherwise negative comment on a social medium that is directed at an Individual, at the Organization, or at other individuals connected with the Organization
    b) Posting a picture, altered picture, or video on a social medium that is harmful, disrespectful, insulting, or otherwise offensive, and that is directed at an Individual, at the Organization, or at other individuals connected with the Organization
    c) Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about the Organization, its stakeholders, or its reputation
    d) Any instance of cyber-bullying or cyber-harassment between one Individual and another Individual, where incidents of cyber-bullying and cyber-harassment can include, but are not limited to, the following conduct on any social medium, via text message, or via email: insults, negative comments, vexatious or unwelcome behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies, or other harmful behaviour

Individuals' Responsibilities

5. Individuals acknowledge that their Social Media activity may be viewed by anyone, including the Organization or other Individuals.

6. If the Organization unofficially engages with an Individual through Social Media (such as by retweeting a tweet or sharing a photo on Facebook) the Individual may, at any time, ask the Organization to cease this engagement.

7. When using Social Media, an Individual must model appropriate behaviour befitting the Individual's role and status in connection with the Organization.

8. Removing content from Social Media after it has been posted (either publicly or privately) does not excuse the Individual from being subject to the *Discipline and Complaints Policy.*

9. An Individual who believes that another Individual's Social Media activity is inappropriate or may violate the policies and procedures of the Organization should report the matter in the manner outlined by the *Discipline and Complaints Policy.*

Template – Team Manager and Chaperone Policy

"Organization" refers to: _____

Purpose

1. Team managers and chaperones fulfill a different role than coaches but, like coaches, they are in close contact with young people. The Organization requires that any adult volunteering in close proximity to young athletes shall complete specific requirements that will help ensure the protection of the athletes.

Compliance with Policies

2. Team managers and chaperones are bound by the Organization's policies and must agree to the content, requirements, and clauses therein. Team managers and chaperones should familiarize themselves with the following policies, which have the most direct impact on their role:
    a) Code of Conduct and Ethics
    b) Discipline and Complaints Policy
    c) Confidentiality Policy
    d) Screening Policy

Submissions

3. In addition to complying with the Organization's policies, team managers and chaperones must submit the following documentation to the Organization before they will be allowed to volunteer in their role as team manager or chaperone:
    a) Driving abstract (if the team manager or chaperone will be driving athletes)
    b) Criminal Record Check (described in detail in the *Screening Policy*)

4. The team manager or chaperone must also be recommended by a member club or a coach from an affiliated organization or be generally known to the organization.

Discipline and Complaints

5. Any problems or concerns with team managers and chaperones shall be addressed under the *Discipline and Complaints Policy*.

6. The Organization reserves the right to remove a team manager or chaperone should the team manager or chaperone not submit the required documentation (in the Submissions section of this Policy), refuse to comply with the Organization's policies, or for any other reason as determined by the Organization's Board of Directors.

Template – Risk Management Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Individuals*** – Refers to all categories of individual members and/or registrants defined in the Bylaws of the Organization who are subject the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
    b) ***Risk*** – The effect of uncertainty on achieving desired outcomes.
    c) ***Risk Management*** – An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization's values

Preamble

2. The Organization is committed to managing risks by ensuring its decisions and actions reflect established standards and organizational values.

Purpose

3. The purpose of this Policy is to provide a guiding statement on how risks will be managed within the Organization. In general, the Organization views risk management as a comprehensive approach to improving organizational performance.

4. This policy has other purposes, namely:
    a) Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses
    b) Performing an educational function for staff and the Board
    c) Over the longer term, contributing to enhancing a 'risk management culture' within the Organization

5. Ultimately, successful risk management has the following benefits:
    a) Prevents or limits injury or losses to participants, volunteers and staff
    b) Helps to protects the Organization and its members against unnecessary litigation
    c) Ensures that the Organization is compliant with all applicable laws, regulations and standards
    d) Improves the quality and relevance of the programs and services that the Organization provides to its members, partners and sponsors
    e) Promotes improved business management and human resource management practices
    f) Enhances the Organization's brand, reputation and image in the community
    g) Overall, enhances the Organization's ability to achieve its strategic objectives

Principles

6. The International Standard Organization (ISO 31000:2009E) risk management principles are:
    a) Risk management creates and protects value
    b) Risk management is an integral part of all organizational processes
    c) Risk management is part of decision making
    d) Risk management explicitly addresses uncertainty
    e) Risk management is systematic, structures and timely
    f) Risk management is based on the best available information

g) Risk management is tailored
h) Risk management considers human and cultural factors into account
i) Risk management is transparent and inclusive
j) Risk management is dynamic, iterative and responsive to change
k) Risk management facilitates continual improvement of the organization

Scope and Authority – Risk Manager

7. The [insert individual] is the designated Risk Manager for the Organization and is responsible for the implementation, maintenance, and communication of this policy. This policy applies to all decision and activities undertaken on behalf of the Organization.

Policy

8. The Organization makes the following commitments:
    a) Activities and events undertaken by the Organization will incorporate the principles of risk management
    b) Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing the Organization in a timely fashion
    c) Risk mitigation strategies will be reasonable and will reflect the reasonable standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense)

9. The Organization acknowledges that risk management is a broad activity and a shared responsibility. All Directors, Officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks to those that they report to including but not limited to, the Risk Manager.

Risk Tolerance

10. The 'significance of a risk' refers to the combined ranking of the possibility/likelihood of a risk occurring and the consequence should it occur.

11. Possibility (P)
    a) Unlikely – less likely to happen than not; occurs every 5 years
    b) Possible – just as likely to happen as not; occurs once every year
    c) Probably – more likely to happen than not; occurs once a month
    d) Almost certain – sure to happen; occurs once a week

12. Consequence (C)
    a) Minor – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments
    b) Moderate – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost
    c) Serious – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought
    d) Catastrophic – will have a debilitating impact on the achievement of the objective; staff and board need to devote full time resources to managing the situation

Commitment

13. Risks are identified by both Directors and staff on an ongoing basis. All Low-to-Medium risks are managed by the Risk Manager and captured within program documents.

14. Risks that arise and considered to be High to Very High are treated as follows:
    a) If a **High** is identified, it must be communicated to the President within 48 of the risk being identified. The individual will take all reasonable measures to manage the risk including, but not limited to, seeking the advice from other Board members, consulting external experts, etc. Once the individual feels that the risk has been managed or is in the process of being resolved, the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Board meeting to keep the Board informed.
    b) If a **Very High** risk has been identified, the President must be contacted immediately. The President will determine the most appropriate action and if appropriate, may organize a Board meeting within 48 of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability, nature of the risk, etc. All reasonable efforts will be made to manage the risk as it occurs, taking the necessary measures including, not to limited to, seeking the advice from internal partners, other Board members and external experts.

Procedures

15. Managing risks involves three steps:
    a) Identifying potential risks using an informed, environmental scan approach
    b) Assessing the significance of a risk by considering its likelihood and consequences
    c) Developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences or both

16. Risks arise from a number of categories of the operations the Organization. The following categories will be used when identifying risks:

    a) **Operational / Program Risks**

    Risks related to the development, sanctioning, and implementation of programs; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations.

    Technology and intellectual property risks related to the purchase, leasing, use, and storage of all hardware and software, programs, data, records, information including the protection of all intellectual property assets.

    b) **Compliance Risks**

    Risks related to failure to comply with existing laws and regulations governing employment, privacy, and workplace safety. Also includes complying with anti-doping policies, Sport Canada, other agency standards for funding and accountability, and the fulfillment of contractual obligations.

    c) **Communication Risks**

    Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.

d) **External Risks**

Risks that are not in direct control of the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks, involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.

e) **Governance Risks**

Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting the Organization.

f) **Financial Risks**

Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

g) **Health and Safety of Athletes**

Risks related to the safety of athletes, abuse and/or harassment of athletes, practice or competition environment, equipment, and progressive training of athletes.

17. All risks faced by the Organization can be addressed by one or more of the following four general strategies:
    a) ***Retain*** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form.
    b) ***Reduce*** the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring, or education.
    c) ***Transfer*** the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
    d) ***Avoid*** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

18. The above general strategies translate into a variety of risk control measures, which for the Organization may include, but are not limited to:
    a) Development of policies, procedures, standards and rules
    b) Effective communication
    c) Education, instruction, professional development and specialized training
    d) Ensuring a core set of organizational values have been identified, defined and communicated throughout the organization
    e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
    f) Use of robust and legally sound contracts (i.e., employment agreements, contractor agreements, partnership agreements)
    g) Improving role clarity through use of written position descriptions and committee terms of reference

h) Supervision and monitoring of staff, volunteers, participants and activities
i) Establishing and communicating procedures to handle concerns, complaints and disputes
j) Implementing schedules for regular review, maintenance, repair and replacement of equipment
k) Preparing procedures and protocols for emergency response and crisis management
l) Use of warnings, signage, participation agreements and waiver of liability agreements where warranted
m) Purchasing appropriate insurance coverage for all activities and reviewing regularly

Reporting and Communication

19. To ensure that risk management remains a high priority within the Organization and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, so that staff (if applicable) and Directors can provide updates as required.

20. The Organization recognizes that communication is an essential part of risk management. This policy will be communicated to staff, the Board of Directors, Committees and volunteers and the Organization will encourage all members to communicate their risk management issues and concerns.

Template – Safe Sport Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in this Policy:
    a) ***Individuals*** – Refers to all categories of individual members and/or registrants defined in the Bylaws of the Organization who are subject the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors
    b) ***Person in Authority*** – An Individual who holds a position of authority within the Organization including, but not limited to, coaches, managers, support personnel, chaperones, and Directors

Purpose

2. This Policy describes how the Organization aims to provide a safe sport environment.

Conduct Standards

3. The Organization will adopt a *Code of Conduct and Ethics* that describes standards of conduct and behaviour for all Individuals. General standards of conduct will apply to all Individuals and specific standards will be described for positions within the organization. The *Code of Conduct and Ethics* will have specific sections, including but not limited, to:
    a) Athletes
    b) Coaches
    c) Officials
    d) Directors and Committee Members
    e) Parents and Spectators

4. The *Code of Conduct and Ethics* will contain detailed definitions of key terms, including:
    a) Harassment
    b) Sexual Harassment
    c) Workplace Harassment
    d) Workplace Violence
    e) Discrimination
    f) Hazing

5. The *Code of Conduct and Ethics* will also define "vulnerable individuals" and describe the types of abuse (e.g., Physical Abuse, Sexual Abuse, Emotional Abuse, and Neglect) that vulnerable individuals may be subjected to.

Anti-Doping

6. The *Code of Conduct and Ethics* will indicate that the Organization adopts and adheres to the Canadian Anti-Doping Program.

Social Media

7. The Organization will adopt a *Social Media Policy* that describes standards of conduct that are expected on social media by Individuals. The *Social Media Policy* will indicate specific conduct standards and risks that are common and/or exclusive to social media.

8. The *Social Media Policy* will highlight the importance of responsible coach-athlete interaction on social media and will provide examples of violations of conduct standards.

Athlete Protection

Screening

9. The Organization will adopt a comprehensive *Screening Policy* that requires some Individuals to pass a screening process before being permitted to interact with athletes. The *Screening Policy* will:
    a) Categorize positions in the organization as 'Low Risk', 'Medium Risk', and 'High Risk' and require progressive screening measures for individuals serving in each category of risk
    b) Describe how frequently some Individuals must obtain a criminal record check and which type of check(s) they must obtain
    c) Describe how frequently some Individuals must submit Screening Disclosure Forms and Screening Renewal Forms
    d) Empower a Screening Committee to prohibit Individuals who do not pass screening from participating in certain positions
    e) Empower a Screening Committee to attach conditions to an Individual's participation in certain positions

10. The Organization will develop an *Athlete Protection Policy* that can be used by coaches, managers, medical personnel, and other persons in authority. The Organization may provide training on the guidelines and take steps to ensure the guidelines are being implemented. The Organization will conduct a regular review of the guidelines to add and/or modify new guidelines as appropriate.

Resources

11. The Organization will regularly provide information to Individuals about resources and training related to athlete protection. Resources and training opportunities can include:
    a) NCCP modules
    b) Respect in Sport
    c) Commit to Kids
    d) Red Cross – Respect Education Courses

Athlete Engagement

12. The Organization will engage with athletes to determine the level of success of their athlete protection measures as well as to identify any gaps or athlete concerns. This engagement may take the form of:
    a) Anonymous athlete surveys
    b) Athlete involvement in organizational decision-making
    c) Independently-led athlete outreach consultations

Dispute Resolution

13. The Organization will have a comprehensive suite of dispute resolution policies that will include:
    a) *Discipline and Complaints Policy*
    b) *Appeal Policy*
    c) *Dispute Resolution Policy*
    d) *Investigations Policy*
    e) *Event Discipline Policy*

14. Taken together, the suite of dispute resolution policies will include the following features:
    a) An independent individual to whom complaints can be submitted
    b) Sanctions for violations of conduct standards

c) Mechanism for suspension of individuals pending the conclusion of the process
d) Non-biased and experienced case managers, decision-makers and/or investigators
e) Protection from reprisal for submitting complaints
f) Independency of appeal procedures (when appeals are permitted)
g) Opportunity for alternate dispute resolution
h) Investigations of certain complaints (e.g., when required by law and/or when the complaint involves harassment, abuse, or discrimination)
i) In-event discipline procedures (when an event does not have its own disciplinary procedures)

Reporting Obligations

15. The policies of the Organization will include requirements that certain complaints must be reported to government entities, local police forces, and/or child protection agencies.

Records

16. The Organization will retain records of decisions that have been made pursuant to the organization's policies. These records may be shared with other individuals or organizations, including but not limited to, national sport organizations, provincial/territorial sport organizations, multi-sport organizations, and government entities.

Governance and Operations

17. The Organization will adopt a *Risk Management Policy* that will describe how the organization will address risks ranging from 'Unlikely' to 'Almost Certain' and from 'Minor' to 'Catastrophic'. The Organization will contemplate risk management strategies that retain, reduce, transfer, and/or avoid the risk. Risks can occur in the following areas:
    a) Operational/Program
    b) Compliance
    c) Communication
    d) External
    e) Governance
    f) Financial
    g) Health and Safety

18. The Organization will pursue a governance structure that reflects the diversity of the athletes and stakeholders within the sport, that adheres to all applicable federal and/or provincial/territorial legislation, and that moves toward a national alignment strategy for the sport in Canada.

19. The Organization will continually monitor and evaluate its policies, practices, and procedures.

Template – Athlete Protection Policy

"Organization" refers to: _____

Definitions

1. The following terms have these meanings in these Guidelines:
    a) ***Athlete*** – Includes any individual who is registered to compete for the Organization
    b) ***Individuals*** – Refers to all categories of individual members and/or registrants defined in the Bylaws of the Organization who are subject the policies of the Organization, as well as all people employed by, contracted by, or engaged in activities with, the Organization including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors
    c) ***Person in Authority*** – Any Individual who holds a position of authority within the Organization including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, and Directors and Officers
    d) ***Vulnerable Individuals*** – Includes minors and vulnerable adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by people in positions of trust or authority)

Purpose

2. This *Athlete Protection Policy* describe how Persons in Authority can maintain a safe sport environment for Athletes.

Interactions between Persons in Authority and Athletes – the 'Rule of Two'

3. For interactions between Persons in Authority and Athletes, the Organization strongly recommends the 'Rule of Two' for all Persons in Authority who interact with Athletes. The 'Rule of Two' is a directive that says that an Athlete must never be alone one-on-one with an unrelated Person in Authority.

4. The Organization recognizes that fully implementing the 'Rule of Two' may not always be possible in some instances. Consequently, at a minimum, interactions between Persons in Authority and Athletes must respect the following:
    a) The training environment should be open and transparent so that all interactions between Persons in Authority and Athletes are observable
    b) Private or one-on-one situations must be avoided unless they are open and observable by another adult or Athlete, who is preferably not a Vulnerable Individual
    c) Persons in Authority shall not invite or have a Vulnerable Individual (or Vulnerable Individuals) in their home without the written permission and knowledge of the Vulnerable Individual's parent or guardian
    d) Persons in Authority must avoid situations where they are alone with a Vulnerable Individual without another screened adult or Athlete, who is preferably not a Vulnerable Individual, present unless prior written permission is obtained from the Vulnerable Individual's parent or guardian.

Practices and Competitions

5. For practices and competitions, the Organization recommends:
    a) A Person in Authority should never be alone with a Vulnerable Individual prior to or following a competition or practice unless the Person in Authority is the Vulnerable Individual's parent or guardian
    b) If the Vulnerable Individual is the first Athlete to arrive, the Vulnerable Individual's parent or guardian should remain until another Person in Authority or Athlete, who is preferably not a

Vulnerable Individual, arrives

c) If a Vulnerable Individual would potentially be alone with a Person in Authority following a competition or practice, the Person in Authority should ask another Person in Authority (or a parent or guardian of another Athlete) to stay until all of the Athletes have been picked up. If an adult is unavailable, another Athlete, who is preferably not a Vulnerable Individual, should be present in order to avoid the Person in Authority being alone with a Vulnerable Individual
d) Persons in Authority giving instructions, demonstrating skills, or facilitating drills or lessons to an individual Athlete should always do so within earshot and eyesight of another Person in Authority
e) When observing the Rule of Two is not possible due to training or competition circumstances, Persons in Authority and Athletes should take additional steps to achieve transparency and accountability in their interactions. For example, a Person in Authority and an Athlete who know they will be away from other Individuals for a lengthy period of time must inform another Person in Authority where they are going and when they are expected to return. Persons in Authority should always be reachable by phone or text message

Communications

6. For communication between Persons in Authority and Athletes, the Organization recommends:
    a) Group messages, group emails, or team pages are to be used as the regular method of communication between Persons in Authority and Athletes
    b) Persons in Authority may only send texts, direct messages on Social Media, or emails to individual Athletes when necessary and only for communicating information related to team issues and activities (e.g., non-personal information). Any such texts, messages, or emails shall be professional in tone
    c) Electronic communication between Persons in Authority and Athletes that is personal in nature should be avoided. If such communication occurs, it must be recorded and available for review by another Person in Authority and/or by the Athlete's parent or guardian (when the Athlete is a Vulnerable Individual)
    d) Parents and guardians may request that their child not be contacted by a Person in Authority using any form of electronic communication and/or to request that certain information about their child may not be distributed in any form of electronic communications
    e) All communication between a Person in Authority and Athletes must be between the hours of 6:00 a.m. and midnight unless extenuating circumstances justify otherwise
    f) Communication concerning drugs or alcohol use (unless regarding its prohibition) is not permitted
    g) No sexually explicit language or imagery or sexually oriented conversation may be communicated in any medium medium
    h) Persons in Authority are not permitted to ask Athletes to keep a secret for them

Travel

7. For travel involving Persons in Authority and Athletes, the Organization recommends:
    a) Teams or groups of Athletes shall always have at least two Persons in Authority with them
    b) For mixed gender teams or groups of Athletes, there should be one Person in Authority from each gender
    c) Screened parents or other volunteers will be available in situations when two Persons in Authority cannot be present
    d) No Person in Authority may drive a vehicle alone with an Athlete unless the Person in Authority is the Athlete's parent or guardian
    e) A Person in Authority may not share a room or be alone in a hotel room with an Athlete unless the Person in Authority is the Athlete's parent or guardian
    f) Room or bed checks during overnight stays must be done by two Persons in Authority
    g) For overnight travel when Athletes must share a hotel room, roommates will be age-appropriate (e.g.,

within two years of age of one another) and of the same gender identity

Locker Rooms / Changing Areas

8. For locker rooms, changing areas and other closed meeting spaces, the Organization recommends:
    a) Interactions between Persons in Authority and Athletes should not occur in any area where there is a reasonable expectation of privacy such as a locker room, washroom or changing area. A second adult should be present for any necessary interaction between an adult and an Athlete in any such area
    b) If Persons in Authority are not present in the locker room or changing area, or if they are not permitted to be present, they should still be available outside the locker room or changing area and be able to enter the room or area if required, for reasons including but not limited to team communications and/or emergencies

Photography / Video

9. For all photography and video of an Athlete, the Organization recommends:
    a) Photographs and video should only taken in public view. Content must observe generally accepted standards of decency, and be both appropriate for and in the best interest of the Athlete
    b) The use of recording devices of any kind in rooms where there is a reasonable expectation of privacy is strictly prohibited
    c) Examples of photos that shall be edited or deleted include:
        i. Images with nudity or where undergarments are showing
        ii. Suggestive or provocative poses
        iii. Images that are potentially embarrassing to the athlete
    d) If any photographs or videos will be used on any form of public media, an Image Consent Form (**Appendix A<u>Error! Reference source not found.</u>**) must be completed before any images are taken and recorded
    e) An Athlete, even a Minor Athlete, may revoke any consent they granted (or that was granted by their parent/guardian) when an Image Consent Form was completed by submitting an Image Consent Revocation Form (**Appendix B**)

Physical Contact

10. It is recognized that some physical contact between Persons in Authority and Athletes may be necessary for various reasons including, but not limited to, teaching a skill, or tending to an injury. Any physical contact shall respect the following:
    a) Unless it is otherwise impossible because of serious injury or other justifiable circumstance, a Person in Authority must always clarify with an Athlete where and why any physical contact will occur prior to the contact occurring. The Person in Authority must make clear that he or she is <u>requesting</u> to touch the Athlete and not <u>requiring</u> physical contact
    b) Infrequent, non-intentional physical contact during a training session is permitted
    c) Hugs lasting longer than five seconds, cuddling, physical horseplay, and physical contact initiated by the Person in Authority is not permitted. It is recognized that some Athletes may initiate hugging or other physical contact with a Person in Authority for various reasons (e.g., such as celebrating or crying after a poor performance), but this physical contact should always be limited to circumstances where the Person in Authority believes it is in the best interest of the Athlete and when it occurs in an open and observable environment.

Appendix A – Photo and Video Consent Form

Name of Participant (print): _____

Name of Parent/Guardian (print): _____
(*when the Participant is younger than the age of majority*)

Date: _____

1. I, being the Participant or the parent or legal guardian of the minor Participant, hereby grant to the Organization the permission to photograph and/or record the Participant's image and/or voice in pictures or videos (collectively the "Images"), and to use the Images to promote the sport and/or the Organization through traditional media such as newsletters, websites, television, film, radio, print and/or display form, and through social media such as Instagram, Facebook, YouTube, and Twitter. I understand that I waive any claim to remuneration for use of audio/visual materials used for these purposes. This consent will remain in effect in perpetuity.

2. I, being the Participant or the parent or legal guardian of the minor Participant, hereby fully release, discharge, and agree to save harmless the Organization, from any and all claims, demands, actions, damages, losses or costs that might arise out of the collection, use or disclosure of the Images or taking, publication, distortion of the Images, negatives, and masters or any other likeness or representation of the Participant that may occur or be produced in the taking of said Images or in any subsequent processing thereof, including without limitation any claims for libel, passing off, misappropriation of personality, or invasion of privacy.

3. **I**, being the Participant or the parent or legal guardian of the minor Participant, **UNDERSTAND AND AGREE**, that I have read and understood the terms and conditions of this document. On behalf of myself, my heirs and assigns, I agree that I am signing this document voluntarily and to abide by such terms and conditions.

Signature of Participant: _____

OR, if the Participant is younger than the age of majority

Signature of Parent/Guardian: _____

Appendix B – Image Consent Revocation Form

Name of Participant (print): _____

Name of Parent/Guardian (print): _____
(*when the Participant is younger than the age of majority*)

Date: _____

1. I, being the Participant or the parent or legal guardian of the minor Participant, hereby revoke the permission that I had previously granted to the Organization to record the Participant's image and/or voice on still or motion picture film and/or audio tape (collectively the "Images"), and revoke the permission that was granted to use the Images to promote the sport and/or the Organization through traditional media such as newsletters, websites, television, film, radio, print, and/or display form, and through social media such as Instagram, Facebook, YouTube, and Twitter. This revocation will remain in effect in perpetuity.

2. I, being the Participant or the parent or legal guardian of the minor Participant, **UNDERSTAND AND AGREE**, that I have read and understood the terms and conditions of this document. On behalf of me, my heirs, and assigns, I agree that I am signing this document voluntarily and to abide by such terms and conditions.

Signature of Participant: _____

OR, if the Participant is younger than the age of majority

Signature of Parent/Guardian: _____

Template – Team Names and Logos Policy

"Organization" refers to: _____

Purpose

1. The purpose of this Policy is to inform sport clubs of the appropriate standards for team names and logos.

Standards

2. The Organization requires all of its teams have appropriate names and logos. The Organization considers a team name or logo to be "appropriate" if it meets the following standards:
    a) Does not discriminate against or demean any individual or group
    b) Does not include derogatory or sexual imagery
    c) Does not include a racial or ethnic stereotype
    d) Does not include references to gangs, weapons, violence, or other criminal activity
    e) Does not include negative references to religion or religious iconography

Inappropriate Names

3. The Organization considers the following names, and variations thereof, to be inappropriate:
    a) Braves / Indians / Eskimos / Natives / Savages
    b) Blackhawks
    c) Chiefs / Chieftains
    d) Redskins / Redmen
    e) Tribe / Tribesmen
    f) Names of specific Indigenous tribes (e.g., Huron, Iroquois, Mohawks, etc.)
    g) Tomahawks / Arrows
    h) Midgets
    i) Bullets
    j) Shooters
    k) Gangsters / Mafia
    l) Criminals / Thieves / Killers
    m) Devils

Inappropriate Logos

4. A team can have an appropriate team name (i.e., Warriors) but the imagery or logo associated with the team cannot be inappropriate.

5. The Organization considers logos that have the following imagery to be inappropriate:
    a) Indigenous imagery (e.g., feathers, tomahawks, head of Indigenous person, warpaint)
    b) Negative religious imagery (e.g., devil face, pitchfork, devil horns)
    c) Overly-violent imagery (e.g., guns, bullets, bombs)

Name or Logo Changes

6. The Organization requires teams with inappropriate names or logos to initiate a process that will change the logo/image within two (2) years of the Organization adopting this Policy. Teams that do not change their name or logo will be subject to discipline under the Organization's procedures for discipline and complaints.

Exceptions

7. A team that believes it has a valid reason for requesting an exception to this Policy may contact the Organization in writing detailing its reasons. For exception requests involving Indigenous-related names or logos, the Organization pledges to consult with Indigenous-rights groups for guidance.

Template – Diversity, Equity and Inclusion Policy

"Organization" refers to: _____

Definitions

1. Terms in this Policy are defined as follows:
    a) ***Diversity*** – the presence and integration of a variety of individuals with different personal characteristics, particularly Under-Represented Groups, in a group or organization
    b) ***Equity*** – fairness afforded to individuals with diverse personal characteristics regardless of those characteristics
    c) ***Inclusion*** – acceptance of individuals with diverse personal characteristics into a group or organization regardless of those characteristics
    d) ***Under-Represented Groups*** – Under-Represented Groups include women, individuals who identify as Black, Indigenous, or people of colour (BIPOC), children in low income families, seniors, people with disabilities, newcomers to Canada, and members of the LGBTQ community

Purpose

2. The Organization is committed to encouraging diversity, equity and inclusion in its administration, policies, programs, and activities. The purpose of this Policy is to ensure that the Organization provides Under-Represented Groups with a full and equitable range of opportunities to participate and lead.

General

3. The Organization will:
    a) Provide this Policy to staff and Directors and provide education on the importance of diversity, equity and inclusion and what this entails in terms of practices, policies, procedures and norms of behaviour
    b) Provide registration forms and other documents that allow:
        i. the individual to indicate their gender identity and expression, rather than their sex or gender;
        ii. the individual to abstain from indicating a gender identity with no consequence to the individual;
        iii. the individual to indicate their pronoun(s); and
        iv. the individual to indicate their preferred name
    c) Maintain organizational documents and the Organization's website in a manner that promotes inclusive language and images
    d) Refer to individuals by their preferred name and their pronoun(s)
    e) Work with Under-Represented Groups on the implementation, monitoring and/or modification of this Policy
    f) When the Organization has the authority to determine participants' use of washrooms, change rooms, and other facilities, the Organization will permit individuals to use the facilities of their gender identity
    g) Ensure uniforms and dress codes that respect an individual's gender identity and gender expression
    h) Support inclusion, equity, and access for Under-Represented Groups
    i) Exercise influence with external agencies to encourage equity

Programming

4. The Organization is committed to creating and supporting programs that address diversity, equity, and inclusion issues in sport. For example, the Organization will:

a) Ensure that the achievement of equitable opportunities is a key consideration when developing, updating, or delivering the Organization's programs and policies
b) Ensure that individuals from Under-Represented Groups have no barriers to participation in the Organization's programs, training, and coaching opportunities
c) Create and support new programming that specifically addresses diversity, equity, and inclusion
d) Monitor and evaluate the success of its diversity, equity, and inclusion programming
e) Fund programs and services equally
f) Encourage Under-Represented Groups to act as role models for young participants
g) Create special opportunities to advance the number and levels of women in coaching
h) When planning educational sessions, consider a balance of presenters from all gender identities

Staff, Board of Directors, Committee

5. The Organization will:
    a) Strive to achieve gender balance in the appointment of all committees, task forces and other decision-making or decision-influencing bodies, and in seeking nominations for and appointments to the Board
    b) Include gender equity as a stated value that is accepted and promoted on nominating and selection committees
    c) Ensure equal opportunities exist for all staff to receive professional development to move towards senior levels of decision-making
    d) Develop, update and deliver all policies, programs and services ensuring the concerns and needs of Under-Represented Groups are identified, promoted and supported
    e) Deal with any incidence of discriminatory behaviour according to the *Code of Conduct and Ethics* and *Discipline and Complaints Policy*

Media Relations

6. The Organization will:
    a) Strive to ensure that Under-Represented Groups are portrayed equitably in promotional materials and official publications, and that gender-neutral language is used in all communications
    b) Produce all written and visual materials in a gender-inclusive manner
    c) Develop a communication plan that strives to give media visibility to Under-Represented Groups
    d) Use gender-appropriate or gender-neutral language and positive, active visuals in all publications, graphics, videos, posters and on websites

Human Resource Management

7. As part of its commitment to the use of equitable human resource management practices, the Organization will:
    a) Adopt, when possible, work practices such as flex-time, job-sharing and home-based offices
    b) Provide a physically accessible workplace environment
    c) Ensure a non-smoking environment
    d) Use non-discriminatory interview techniques
    e) Provide opportunities for all staff to advance to senior decision-making levels and receive equitable remuneration
    f) Publicly declare the Organization to be an equal opportunity employer and respect and implement the principle of pay equity in relation to salaried and contract employees
    g) When appropriate, make available access to Employee Assistance counselling

Ongoing Commitment to Inclusion, Diversity and Equity

8. The Organization resolves to continue to incorporate inclusion, diversity, and equity matters in its strategies, plans, actions, and operations; including technical programs, business management, sponsorship, marketing, media and communications.

Evaluation

9. The Organization will continually monitor and evaluate its inclusion, equity, and diversity progress.

Template – Event Discipline Policy

** This *Event Discipline Policy* does not supersede or replace
the *Discipline and Complaints Policy* **

Purpose

1. The Organization is committed to providing a competition environment in which all Individuals are treated with respect. This Procedure outlines how alleged misconduct during an Event will be handled.

Scope and Application of this Policy

2. This Procedure will be applied to all Events sanctioned by the Organization.

3. If the Event is being sanctioned by an organization other than the Organization (e.g., a national organization), the procedures for event discipline of the host organization will replace this procedure. Incidents involving Individuals connected with the Organization (such as Athletes, coaches, and Directors and Officers) must still be reported by the head coach or team representative to the Organization to be addressed under the *Discipline and Complaints Policy*, if necessary.

4. This Procedure does not replace or supersede the *Discipline and Complaints Policy*. Instead, this Procedure works in concert with the *Discipline and Complaints Policy* by outlining, for a designated person with authority at an event sanctioned by the Organization, the procedure for taking immediate, informal, or corrective action in the event of a possible violation of the *Code of Conduct and Ethics*.

Misconduct During Events

5. Incidents that violate or potentially violate the *Code of Conduct and Ethics,* which can occur during a competition, away from the area of competition, or between parties connected to the Event, shall be reported by the head coach or team representative to a designated person (usually the chief official) responsible at the Event.

6. The designated person at the Event shall use the following procedure to address the incident that violated or potentially violated the *Code of Conduct and Ethics*:
    a) Notify the involved parties that there has been an incident that violated or potentially violated the *Code of Conduct and Ethics*
    b) Convene a jury of either one person or three people (one of whom shall be designated the Chair), who shall not be in a conflict of interest or involved in the original incident, to determine whether the *Code of Conduct and Ethics* has been violated. The designated person at the Event may serve on the jury
    c) The jury will interview and secure statements from any witnesses to the alleged violation
    d) If the violation occurred during a competition, interviews will be held with the officials who officiated or observed the competition and with the coaches and captains of each team when necessary and appropriate
    e) The jury will secure a statement from the person(s) accused of the violation
    f) The jury will render a decision and determine a penalty
    g) The Chair of the jury will inform all parties of the jury's decision

7. The penalty determined by the jury may include any of the following, singularly or in combination:
    a) Oral or written warning,
    b) Oral or written reprimand,
    c) Suspension from future competitions at the Event,
    d) Ejection from the Event, and/or

e) Other appropriate penalty as determined by the jury.

8. The jury does not have the authority to determine a penalty that exceeds the duration of the Event. A full written report of the incident and the jury's decision shall be submitted by Chair of the jury to the Organization following the conclusion of the Event. Further discipline may then be applied in accordance with the *Discipline and Complaints Policy*, if necessary.

9. Decisions made pursuant to this Policy may not be appealed.

10. This Policy does not prohibit other Individuals from reporting the same incident to the Organization to be addressed as a formal complaint under the *Discipline and Complaints Policy.*

11. The Organization shall record and maintain records of all reported incidents.

Template – Assumption of Risk, Waiver of Claims, and Release of Liability Agreement

Participant Name: _____ Participant Date of Birth: _____

Province / Territory: _____ Email address: _____

Parent/Guardian Name: _____ Email address: _____
(if the Participant is younger than the age of majority)

This is a binding legal agreement. Clarify any questions or concerns before signing.

This Agreement must be signed by the Participant and/or the Participant's parent/guardian (if applicable, when the Participant is younger than the age of majority prior to participation).

The Participant acknowledges and agrees to the terms outlined in this document. When applicable, the Participant's parent/guardian acknowledges and agrees to the terms on behalf of the Participant and references in this document to the Participant agreeing to or acknowledging a risk or term is understood to be referring to the Participant's parent/guardian agreeing to or acknowledging the risk or term on behalf of the Participant.

ACTIVITIES

The Participant is voluntarily participating in the sport of [**insert sport**] and the spectating, orientation, instruction, activities, competitions, programs, and services (collectively the "**Activities**") of the Organization. The Activities may include but are not limited to including competitions, tournaments, practices, training, personal or strength training, dry land training, training using machines or weights, nutritional and dietary programs, orientational or instructional sessions or lessons, and aerobic and anaerobic conditioning programs.

The Organization and its respective directors, officers, committee members, members, employees, coaches, volunteers, officials, participants, agents, sponsors, owners/operators of the facility in which the Activities take place, and representatives (collectively the "**Organization**") are not responsible for any injury, personal injury, damage, property damage, expense, loss of income or loss of any kind suffered by a Participant during or as a result of the Activities and/or, when the Participant is the age of majority or older, when caused by the negligence of the Organization.

RISKS

The Activities have foreseeable and unforeseeable inherent risks, hazards and dangers that no amount of care, caution or expertise can eliminate, including without limitation, the potential for serious bodily injury, permanent disability, paralysis, and loss of life. These risks include:

a) Health: executing strenuous and demanding physical techniques; physical exertion; overexertion; stretching; dehydration; fatigue; cardiovascular workouts; rapid movements and stops; lack of fitness or conditioning; traumatic injury; sprains and fractures, spinal cord injuries, bacterial infections; rashes; and the transmission of communicable diseases, including viruses of all kinds, COVID-19, bacteria, parasites or other organisms or any mutation thereof
b) Premises: defective, dangerous or unsafe condition of the facilities; falls; collisions with objects or barriers that are a part of the premises such as fences, poles and stands; dangerous, unsafe, or irregular

conditions on the grass, ground, field or other surfaces; extreme weather conditions; and travel to and from the premises

c) Use of equipment: mechanical failure of the equipment; negligent design or manufacture of the equipment; the provision of, or the failure by, the Organization to provide any warnings, directions, instructions or guidance as to the use of the equipment; failure to wear safety or protective equipment; and failure to use or operate equipment within the Participant's own ability
d) Contact: contact with participants, sports equipment, vehicles, or other persons; and other contact that may lead to serious bodily injury, including but not limited to concussions and/or other brain injury or serious spinal injury
e) Advice: negligent advice regarding the Activities
f) Ability: failing to act safely or within the Participant's own ability or within designated areas
g) Sport: the sport and its inherent risks
h) Conduct: the Participant's conduct and conduct of other persons including any physical altercation between participants
i) Travel: travel to and from the Activities

☐ The Participant accepts the inherent physical risks

Cyber. The Organization may offer or promote online programming (such as webinars, remote conferences, workshops, and online training) which have different foreseeable and unforeseeable risks than in-person programming. These risks include privacy breaches, hacking, technology malfunction or damage.

☐ The Participant accepts the online programming risks

COVID-19. The COVID-19 disease has been declared a worldwide pandemic by the World Health Organization and is extremely contagious. The Organization has put in place preventative measures to reduce the spread of COVID-19; however, the Organization cannot guarantee that the Participant will not become infected with COVID-19. Further, participating in the Activities could increase the Participant's risk of contracting COVID-19 or any other contagious disease.

COVID-19 Protocol. The Organization may develop COVID-19 protocols to which all participants must adhere. The Participant has reviewed the COVID-19 protocols and, when applicable, responded to any COVID-19 questionnaire or compliance declaration provided to the Participant by the Organization. The Organization has the discretion to remove the Participant from the Activities if the Participant does not comply with the protocols.

☐ The Participant accepts the COVID-19 risks and the COVID-19 protocols

Negligence. The Organization may be negligent, which may include failure by the Organization to take reasonable steps to safeguard or protect the Participant from the risks, dangers and hazards associated with participation in the Activities.

☐ The Participant accepts that the Organization may be negligent
(**check only if the Participant is the age of majority or older**)

TERMS

In consideration of the Organization allowing the Participant to participate in the Activities, the Participant agrees:

a) That the Participant is not relying on any oral or written statements made by the Organization or their agents, whether in a brochure or advertisement or in individual conversations, to agree to participate in the Activities
b) That when the Participant practices or trains in their own space, the Participant (or the Participant's parent/guardian, if applicable) is responsible for the Participant's surroundings and the location and equipment that is selected for the Participant
c) That the Participant's mental and physical condition is appropriate to participate in the Activities and the Participant (or the Participant's parent/guardian, if applicable) assumes all risks related to the Participant's mental and physical condition
d) To comply with the rules and regulations for participation in the Activities
e) To comply with the rules of the facility or equipment
f) That if the Participant observes an unusual significant hazard or risk, the Participant will remove themselves from participation and immediately bring their observations to a representative of the Organization
g) The risks associated with the Activities are increased when the Participant is impaired and the Participant will not participate if impaired in any way
h) That it is the Participant's (or the Participant's parent/guardian, if applicable) sole responsibility to assess whether any Activities are too difficult for the Participant. By the Participant commencing an Activity, the Participant (or the Participant's parent/guardian, if applicable) acknowledges and accepts the suitability and conditions of the Activity
i) That COVID-19 is contagious in nature and the Participant may be exposed to, or infected by, COVID-19 and such exposure may result in personal injury, illness, permanent disability, or death
j) That the Participant (or the Participant's parent/guardian, if applicable) is responsible for choosing the Participant's safety or protective equipment and the secure fitting of that equipment

ACTIVITIES STATUS

The Participant (and the Participant's parent/guardian, if applicable) agrees that the Organization has the discretion to cancel or modify the structure of any Activities due to a public health or safety issue, which may include removing specific disciplines or age groups from a competition, changing a competition format, or changing the manner in which individuals become eligible to participate.

The Participant (and the Participant's parent/guardian, if applicable) agrees that the Organization may implement and enforce guidelines for participation that may include adhering to 'Return to Play' protocols, signing declarations of compliance, or requiring that personal protective equipment be worn by Participants (and their parents/guardians, if applicable). The Organization has the discretion to remove any Participant (and their parents/guardians, if applicable) who does not comply with the Return to Play protocols, sign a declaration, or wear personal protective equipment. When required, the Participant is responsible for providing their own personal protective equipment.

DISCLAIMER

When the Participant is the age of majority or older, the Participant assumes all risks arising out of, associated with or related to, participation in the Activities and waives any and all claims that the Participant may have now or in the future against the Organization. The Participant, when the age of majority or older, accepts and fully assumes all such risks and possibility of personal injury, death, property damage, expense and related loss, including loss of income, resulting from participation in the Activities.

When the Participant is the age of majority or older, the Participant forever indemnifies and releases the Organization from any and all liability for any and all claims, demands, actions, damages (including direct, indirect, special and/or consequential), losses, actions, judgments, and costs (including legal fees) (collectively, the "Claims") which the Participant has or may have in the future, that might arise out of, result from, or relate to, participation in the Activities, even though such Claims may have been caused by any manner whatsoever, including but not limited to, the Organization's negligence, gross negligence, negligent rescue, omissions, carelessness, breach of contract and/or breach of any statutory duty of care of the Organization.

For all Participants. The Organization is not responsible or liable for any damage to the Participant's vehicle, property, or equipment that may occur as a result of the Activities. This Agreement is intended to be as broad and inclusive as is permitted by law of the Alberta and if any portion thereof is held invalid, the balance shall continue in full legal force and effect. The Participant (or the Participant's parent/guardian, if applicable) agrees to file any lawsuit against the Organization in Alberta and further agrees that the substantive law of Alberta will apply with regard to conflict of law rules.

ACKNOWLEDGMENT

The Participant (and the Participant's parent/guardian, if applicable) acknowledges that they have read and understand this Agreement, that they have executed this Agreement voluntarily, and that this Agreement is to be binding upon themselves, their heirs, spouse, children, parents, guardians, next of kin, executors, administrators and legal or personal representatives. They further acknowledge that by signing this Agreement they have waived their right to maintain a lawsuit against the Organization on the basis of any claims from which they have released herein.

When the Participant is younger than the age of majority, the undersigned acknowledges and agrees that they are a parent/guardian of the Participant and have full legal responsibility for the decisions of the Participant.

Signature: _____ Date: _____
Participant (if the Participant is the age of majority or older)

Signature: _____ Date: _____
Parent/Guardian (if the Participant is younger than the age of majority)

Template – Registration Form

"Organization" refers to: _____

PERSONAL INFORMATION

Registrant's Full Name (print): _____

Registrant's Birthdate: _____ Registrant's Gender Identity: _____

Registrant's Address: _____ _____ _____ _____
Street Address City Prov/Ter Postal Code

Registrant's Contact: _____ _____ _____
Cell Phone Home Phone Email Address

Registrant's Medical Information (OPTIONAL): _____

_____
Allergies / Medical Conditions / Treatment / Medication

If the Registrant is the age of majority or younger:

Name(s) of Registrant's Parent(s)/Guardian(s) (print): _____

Parent/Guardian's Contact: _____ _____ _____
Cell Phone Home Phone Business Phone

Parent/Guardian's Email Address(es): _____

ORGANIZATION DETAILS

Organization Registration Number: _____ Organization Name: _____

** Enter details re: category, sport, performance level, etc. **

CONSENT FOR USE OF PERSONAL INFORMATION AND PHOTO RELEASE

1. I, the undersigned, authorize (_____ *PTSO*) and (_____ *Organization*) (collectively the "Organizations") to collect and use personal information about the Registrant for the purpose of receiving communications and the purposes described in the Organization's *Privacy Policy*.
2. Furthermore, I grant permission to the Organizations to photograph and/or record the Registrant's image and/or voice on still or motion picture film and/or audio tape, and to use this material to promote the sport and/or the Organizations through the media of newsletters, websites, television, film, radio, print and/or display form. I understand that I waive any claim to remuneration for use of audio/visual materials used for these purposes.
3. I understand that I may withdraw such consent at any time by contacting either Organization's Privacy Officer. The Privacy Officer will advise the implications of such withdrawal.

ACCEPTANCE OF TERMS AND CONDITIONS

In consideration of the acceptance of the Registrant's membership in the Organizations, I agree that the Registrant will:

1. Abide by the policies, rules and regulations of the Organizations.
2. Accept sole responsibility for the Registrant's personal possessions and athletic equipment.

I acknowledge that I have read this registration agreement in its entirety and that I have executed this registration agreement voluntarily.

By typing/printing my name below and clicking/checking the "I Agree" icon, I agree that I am bound by all that is contained in this Registration Form.

_____ _____ ☐ **I AGREE**

Name of Participant **Date**

_____ _____ ☐ **I AGREE**

Name of Participant's Parent/Guardian **Date**
(*if the Participant is the age of majority or younger*)

SECTION XIII – CONCLUSION

References

Sport Law (www.sportlaw.ca)
Sport Dispute Resolution Centre of Canada (www.sdrcc.ca)

Contact Information

Alberta Soccer Association

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Sport Law

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