



Curl BC
Board Policies

Board Policies

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Policy Approval Date Summary



Board Governance Process

Number	Name	Approved
BG-Global	General Board Governance Process	7 Jun 2019
BG-1	Governing Style	7 Jun 2019
BG-2	Board Job Description	7 Jun 2019
BG-3	Board Meetings and Agendas	7 Jun 2019
BG-4	Board Chair's Role	7 Jun 2019
BG-5	Executive Committee	7 Jun 2019
BG-6	CEO Performance and Compensation Committee	7 Jun 2019
BG-7	Board of Governors' Code of Conduct	7 Jun 2019
BG-8	Conflict of Interest	7 Jun 2019
BG-9	Representation, Recommendations and Appointments	7 Jun 2019
BG-10	Board Committee Principles	7 Jun 2019
BG-11	Finance and Audit Committee	18 May 2020
BG-12	Governance and Strategic Planning Committee	7 Jun 2019
BG-13	Member Engagement Committee	7 Jun 2019
BG-14	Recognition and Awards Committee	7 Jun 2019
BG-15	Competition Committee	7 Jun 2019
BG-17	Protection of Privacy Policy	18 May 2020
BG-18	Appeals Policy	13 Sep 2019
BG-19	Harassment Policy	18 May 2020
BG-20	Whistleblowing Policy	13 Sep 2019
BG-21	Equity and Access Policy	13 Sep 2019
BG-22	Curling Canada Event Sanctioning Policy	18 May 2020
BG-23	Provincial Championship Liaison Responsibilities	18 May 2020
BG-24	Ad Hoc Committees' Terms of Reference	13 Sep 2019
BG-25	Governors Code of Conduct Violation Procedures	13 Sep 2019

Board CEO Linkage

Number	Name	Approved
BCL-Global	General Board-CEO Linkage	7 Jun 2019
BCL-1	Delegation to the CEO	7 Jun 2019
BCL-2	Accountability of the CEO	7 Jun 2019
BCL-3	CEO Job Description	7 Jun 2019

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BCL-4	Monitoring of CEO Performance	18 May 2020
BCL-5	CEO Annual Performance Appraisal	7 Jun 2019

Ends

Number	Name	Approved
E-Global	Global Ends	7 Jun 2019
E-1	Level 1 Ends	7 Jun 2019

Executive Limitations

Number	Name	Approved
EL-Global	General Executive Limitations	7 Jun 2019
EL-1	Financial Conditions and Activities	18 May 2020
EL-2	Business and Financial Planning	18 May 2020
EL-3	Asset Protection	18 May 2020
EL-4	Compensation and Benefits	18 May 2020
EL-5	Staff, Contractors and Volunteers	18 May 2020
EL-6	Treatment of sponsors, partners and participants	7 Jun 2019
EL-7	Communication and Support to the Board	7 Jun 2019
EL-8	Emergency CEO Succession	7 Jun 2019
EL-9	Public Image	7 Jun 2019
EL-10	Partnerships and Alliances	7 Jun 2019
EL-11	Championships, Competitions and Events	18 May 2020
EL-12	Disputes, Grievances and Appeals	7 Jun 2019

Appendix

Number	Name	Approved
A-1	Operating Reserve Policy	13 Nov 2019

Board Policies

A guide to the Board Policy Registry

What is Policy Governance?

With the adoption of a five year strategic plan in 2009, the Curl BC Board of Governors committed to establishing a policy governance model and moving towards a Governance Board. Under Policy Governance, every Board has these three job responsibilities:

- linking the organization with its owners;
- developing four types of policies that reflect the organization’s values; and
- ensuring that the CEO (and through the CEO, all staff) comply with Board policy and achieve Board-defined Ends.

In fulfilling these job responsibilities, the Curl BC Board of Governors follows the ten principles of Policy Governance which are explained in the following two pages. You can find additional information about Policy Governance by looking for books by John and Miriam Carver, who developed Policy Governance.

What is the *Board Policy Registry*?

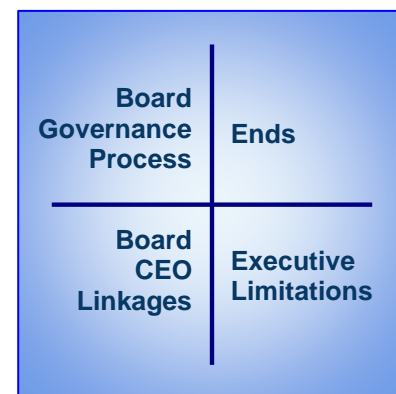
The Board Policy Registry is a record of all the policies that have been developed and approved by the Curl BC Board of Governors.

The Registry is divided into five sections.

- General Information
- Board Governance Process policies (BG)
- Board-CEO Linkage (BCL)
- Ends policies
- Executive Limitations policies (EL)

How often is the Registry updated?

The Board annually reviews its policies however the Board may also amend its policies at any Board meeting. General Information is updated annually. The Registry is updated as policies are amended. The up-to-date version of the Policy Registry is on the Curl BC website under Governance information. The Board Registry is a public document and is available for download at any time. A print version of the Registry is included as part of the Board of Governor’s manual.



The Ten Principles of Policy Governance as Applied to Curl BC

Policy Governance was developed by John Carver in response to his long experience as an employee, Board member, Board Chair and consultant where he found available governance practices an inadequate guide for Boards. He describes Policy Governance as a conceptually coherent model that redesigns the logic of Board leadership. A Board does not exist to manage the organization, it exists to govern: to determine the purpose to be served, the ends to be pursued and the values to be exercised. This notion of governance as an ownership theory rather than a management theory asks the Board to rethink what it does and how it does it.

1. Holding the organization in trust for Owners

Principle:	The Board exists to hold the organization in trust on behalf of an identifiable “ownership”. For this reason, the Board’s primary relationship is with the “owners” rather than the staff.
How this applies to Curl BC:	The Curl BC Constitution and By-laws specify the source of the Board’s authority. The owners of Curl BC are the Member Facilities that elect Governors to the Board to serve on their behalf. More specifically, the owners are the Boards of Governors of the Member Facilities who govern on behalf of individual clubs and curlers. The Board’s primary relationship is with the Member Facilities.

2. Speaking with one voice

Principle:	The Board’s policies are the Board’s voice. The Board’s decisions must be recorded in policy and upheld by all members of the Board. No Governor has the authority to speak for the Board unless specifically authorized to do so by the whole board. The Board speaks to the CEO with one voice through written Ends and Executive Limitations.
How this applies to Curl BC:	Curl BC Board decisions are the policies that are published in the Policy Registry. Board Governance process policies establish how the Board will maintain a single voice. The Board speaks to Curl BC’s CEO through the written Ends and Executive Limitations. The Board instructs itself through Board Governance Processes and Board-CEO Linkage policies.

3. Making Board decisions through policy

Principle:	Board decisions are predominantly policy decisions. The Board creates policy in four categories: Ends, Executive Limitations, Board Governance Process and Board-CEO Linkage.
How this applies to Curl BC:	Board agendas identify the policy category and/or specific policy reference for each agenda item; decision-making is primarily an amendment or addition to existing policy.

4. Formulating policy by defining values from broadest to more narrow

Principle:	By “nesting” policies, the Board addresses larger values before addressing smaller values. When the Board reaches a sufficient level of policy detail, it delegates all further definition to the CEO and accepts any reasonable interpretation of its policies.
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How this applies to Curl BC:	The numbering system of Curl BC Board policies reflects the increasing levels of policy detail. The numbered statements reflect the largest value statement. In some policies, there are only main value statements; more frequently there are “nested” statements that express more specific levels of value. When the Board has said everything it wants to say in a policy, it delegates to the CEO all further definition of Ends and Executive Limitations and, to the Board Chair, Governance Processes and Board-CEO Linkages. The Board can add or reduce detail to any policy at any time. No specific delegation is provided to Board Committees.
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5. Defining and delegating rather than reacting and ratifying

Principle:	If a Board truly wants to govern, then it must not be led by staff or its own committees. The Board must work continuously to define the results the organization wants to produce (Ends) and to define acceptable boundaries (Executive Limitations policies) within which it can delegate the achievement of those results to the CEO. A truly governing board is not simply reacting to, or ratifying staff or committee decisions or making event specific decisions.
How this applies to Curl BC:	The Board uses the strategic plan to define its high level Ends policies and continues to refine Executive Limitations. It also established clear policies to ensure Board Committees and various other Board-appointed roles are carried out under Board leadership.

6. Determining Ends as key Board role

Principle:	The key role of the Board is determining Ends – what benefits the organization is to produce, who the benefits are for, and how much they are worth.
How this applies to Curl BC:	The Board has clearly defined Ends policies that are reported on by the CEO at the June Board meeting. The Board will review the Ends statements on an annual basis to ensure clear outcomes for the organization are provided to staff and volunteers.

7. Controlling staff means by limiting

Principle:	The Board controls staff means by limiting rather than trying to develop a complete “to do” list for the CEO and other staff members. The resulting Executive Limitations policies act as a “fence” within which staff may exercise their freedom and creativity. This fence is created using negative language.
How this applies to Curl BC:	The Curl BC Board controls staff means through Executive Limitations policies. The Curl BC Board states the policies in the negative; for example by using the phrase, “shall not” or “must not fail to”. By clearly specifying means that are not acceptable, the Curl BC Board provides the CEO with the freedom to find the most appropriate means. Efficacy of the EL statements is assessed through the annual CEO evaluation process.

8. Designing Board products and process

Principle:	Because the Board’s governance function is distinct from the staff’s management function, the Board must determine its own definition of governance and then decide how it will actually govern. The Board explicitly states what it expects of itself – what value it will add to the organization, what structures it will use and what code of conduct it will follow. In addition, the Board states how it will control its agenda, link to owners, and evaluate itself.
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How this applies to Curl BC:	The Curl BC Board has developed a detailed set of Board Governance policies that describe how it will govern and how it expects to conduct its business. There are general principles for Board Committees and specific terms of reference for every Board Committee. The Board Chair appoints representatives and Board Liaisons. Linkages with Owners and Consultation with Owners, are critical for the success of Curl BC. Annual evaluation and adaptation of processes will provide a continuous improvement cycle.
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9. Linking within management

Principle:	The relationship of the Board and the CEO is absolutely essential in an organization, regardless of the governance model used. Policy Governance provides a framework for this relationship that sets the stage for effective governance and management. The keys to this are the formal separation between the role of the Board and the role of the CEO, and the link between their contributions. Role clarity means the Board clearly knows its own role and the staff's role and that staff has a similar understanding. The Board's policies clearly state how the Board will delegate to the CEO and how the Board will monitor CEO performance.
How this applies to Curl BC:	The Curl BC Board links to operations (staff and volunteers) through the CEO. The Board-CEO Linkage policies state how the Board will delegate to the CEO and how the Board will monitor the CEO's performance. Within this framework, both the Board and the CEO demonstrate leadership but they do so in different aspects of Curl BC.

10. Monitoring performance based on pre-stated criteria

Principle:	The Board monitors performance of the CEO but only against criteria set out in policy.
How this applies to Curl BC:	The Curl BC Board is establishing how it will monitor the performance of the CEO using the criteria set out in Executive Limitations, and ultimately set out in Ends policies. The Board delegates the CEO Performance and Compensation Committee to carry out annual CEO appraisals.

Board Policies

Board Governance Process

BG-Global: General Board Governance Process

The purpose of the Board, on behalf of the Member Facilities, is to determine and ensure Curl BC achieves its Ends at an acceptable cost, and avoids unacceptable actions and situations.

Board Policies

Board Governance Process

BG-1: Governing Style

The Board shall govern in a manner consistent with policy governance that emphasizes:

- strategic visionary leadership
- outward looking
- clear distinction of Board and CEO roles
- encouragement of diversity of viewpoints
- collective decision-making
- being proactive
- focus on the future while learning from the past
- team-work

Accordingly, the Board shall:

- deliberate in many voices and govern in one.
- be accountable to the membership for competent, conscientious and effective governance, allowing no Governor or Committee of the Board to hinder or be an excuse for not fulfilling this commitment.
- impose upon itself the discipline needed to govern with excellence. (Reference: [BG-7: Board of Governors' Code of Conduct](#) and [BG-8: Conflict of Interest](#))
- direct and inspire Curl BC through the thoughtful establishment of broad written policies reflecting the Board's values and perspectives about the Ends to be achieved and means to be avoided. The Board shall focus on strategic outcomes, not on the operational means of attaining those Ends.
- cultivate a sense of group responsibility. The Board shall be responsible to leverage the expertise of Governors to enhance the knowledge and ability of the Board as a whole.
- educate itself regarding changing values and conditions in the external environment and the broader provincial, Canadian and international sport communities; and establish policy that helps Curl BC adapt to these changes.
- educate itself regarding the values held by the curling community and act under the influence of those values. The Board will be responsible to ensure that it understands the diversity of values that are held by disparate Member Facilities.
- provide an orientation to new Governors about the Board's governance process. (Reference: [BG-3: Board Meetings and Agenda](#))
- provide opportunities for periodic Board discussion of process improvement.
- monitor and discuss the Board's process and performance at each meeting. The self-monitoring will compare Board activity and discipline to policies in the "Governance Process" and "Board-CEO Relationship" categories.
- review all governance policies as necessary but not less frequently than according to the schedule in (Reference: [BG-3: Board Meetings and Agenda](#))
- fulfil any responsibilities required by law.

Board Policies

Board Governance Process

BG-2: Board Job Description

The job of the Board is to serve as stewards for the Member Facilities and work collaboratively in determining and evaluating organizational performance. Each member of the Board of Governors shall agree to have his or her name, photograph, telephone number and email address listed on the website and in the Curl BC yearbook.

The Board shall make contributions to Curl BC that are consistent with its trusteeship role and necessary for proper governance.

Accordingly, the Board shall concentrate its efforts on the following outcomes to distinguish between its own unique job and that of its CEO:

1. Written governing policies which at the broadest levels address:
 - a. Governance Process: These policies describe how the Board conceives, carries out and monitors its own task.
 - b. Board-CEO Relationship: These policies describe how authority is delegated, and its proper use monitored; and outlines the authority and accountability of the CEO.
 - c. Executive Limitations: These policies place constraints on executive authority which establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - d. Ends: These policies describe the benefits to be produced, the people to be served and the cost of meeting these goals.
2. Clearly defined linkages with the Member Facilities, the larger curling community, the BC sport community and external agencies.
3. Monitoring and evaluation of the CEO's performance (and thus Curl BC's performance). (Reference: [BCL-4: Delegation to the CEO](#) and [BCL-5: CEO Annual Performance Appraisal](#))
4. A plan and strategy for External Representation. (Reference: [BG-9: Representation, Recommendations and Appointments](#))
5. Identifying areas of political advocacy with governments and other external agencies.

Board Policies

Board Governance Process

BG-3: Board Meetings and Agenda

To accomplish the Board's work with a governance style consistent with its policies, it shall follow an annual meeting plan which:

- Includes an annual exploration of Ends Policies
 - Continually improves its performance through Board education, consideration of input and earnest deliberation, while practising effective dialogue.
1. The Board shall maintain control of its own agenda by developing or causing to be developed an annual meeting schedule which includes but is not limited to:
 - a. An annual review of the Ends Policies that allows the CEO to develop the following year's business plan and budget.
 - b. Presentations by staff for the Board's education
 - c. related to Ends determination (e.g. presentations relating to external environment, demographic information, exploration of future perspectives, etc.).
 - d. Governance education and orientation for the Board's development
 - e. Schedule time at the beginning of each meeting to declare a conflict of interest with agenda items
 2. Based on the outline of the annual meeting schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content.
 - a. The agenda is open, subject to Governors' input.
 - b. The detailed agenda will be prepared in consultation with the Executive Committee and the CEO.
 - c. Potential agenda items shall be screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities.
 3. Observers, staff and guests may attend Board meetings as agreed by the Executive Committee and invited for specific topic areas.
 4. Minutes of the Board of Governors and its committees are to be made available expeditiously.

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Board Governance Process

BG-4: Board Chair's Role

The Board Chair's primary role is to ensure the integrity and fulfilment of the Board's governance process. The Board Chair's secondary role is to represent the Board to outside parties from time to time.

1. The Board Chair's role is to ensure the Board behaves consistent with its own rules and those legitimately imposed upon it from outside Curl BC.
 - a. Meeting discussion content shall only be those issues that, according to Board policy, clearly belong to the Board to decide, not the CEO.
 - b. Deliberation shall be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Board Chair shall support the Board in accomplishing its work by facilitating effective working relationships among Governors and creating a productive meeting environment.
3. The Board Chair shall appoint Chairs and members for each committee of the Board and Liaisons to provincial championships and other events as required.
4. The Board Chair shall have working knowledge of Robert's Rules of Order and the Societies Act.
5. The Board Chair shall be the senior delegate to the Curling Canada National Curling Congress and a voting delegate at the Curling Canada Meetings and shall submit a written report to the Board following the Curling Canada's meetings.
6. The authority of the Board Chair rests in making decisions that fall within Board policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates portions of this authority to another individual or Committee(s). The Board Chair is authorized to use any reasonable interpretation of the provisions of these policies.
 - a. The Board Chair is empowered to chair Board meetings and Member Meetings with all the commonly accepted responsibility of that position. (For example: ruling, recognizing)
 - b. The Board Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas.
 - c. The Board Chair may represent the Board and Curl BC to outside parties in announcing Board-stated positions and in stating Board Chair's decisions and interpretations within the area delegated to him or her.
 - d. The Board Chair may delegate this authority but remains accountable for its use.
7. The Board Chair shall maintain ongoing communication with the CEO between Board meetings, in a manner and schedule determined jointly, in order to stay informed of issues and activities and identify matters for future Board consideration.
8. The CEO reports to the Board as a collective and not specifically to the Board Chair.
9. The Board Chair shall be prepared to serve at least one year as Board Past-Chair when a new Board Chair is elected.

Board Policies

Board Governance Process

BG-5: Executive Committee

1. The Board Chair, Past Chair and two Board Vice Chairs as defined in Curl BC's bylaws shall constitute the Executive Committee of Curl BC. In addition, the Executive Committee will include the Chair of Finance & Audit Committee, if not one of the elected Vice Chairs.
2. Subject to the Curl BC bylaws, one of the Board Vice Chairs shall carry out the duties of the Board Chair during the Board Chair's absence, acting with all authority of the Board Chair when filling the role.
3. The Committee shall form the ad hoc committees on behalf of the Curl BC Board in areas where issues require confidentiality (harassment, discipline, etc.)
4. The Committee shall be the Board interface with the CEO, performing appraisals and monitoring of performance as well as supporting the CEO position from a human resources perspective.
5. The Committee shall decide with the CEO, the means of ensuring the Board is apprised of matters of importance as they arise between Board meetings.
6. The Committee shall act on behalf of the Board when action is essential and when there is no opportunity for the Board to meet. Any action shall be presented to the Board for ratification at the earliest opportunity.
7. The committee shall be consulted on all appointments made by the Board Chair.
8. The committee shall appoint an annual nomination committee for elections of Governors.
9. The Board Past Chair shall normally manage the election of the executive committee members. If there is no Board Past Chair, any Governor not seeking election to the executive committee may manage the election.

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Board Governance Process

BG-6: CEO Performance and Compensation

CEO Performance and Compensation is performed by the Executive Committee.

Board Policies

Board Governance Process

BG-7: Board of Governors' Code of Conduct

The Board is responsible for acting in accordance with the policies it sets. This policy is a guide for Governors and it sets expectations regarding their conduct as individuals.

1. Governors agree to abide by [BG-7 Board of Governors' Code of Conduct](#).
2. Governors shall act in the interests of the Member Facilities (affiliated BC curling centres) as the owners. This accountability supersedes any conflicting loyalty to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Governor acting as a Coach, an end-user of Curl BC's services or as a paid supplier of services to Curl BC.
3. Governors shall disclose their involvement with other organizations, vendors, or any other associations that might produce a conflict at each Board meeting and at any time during the year when their involvement changes. A conflict is defined as a competing interest, influence or relationship which might impair or appear to impair a Governor's ability to perform his other duties and responsibilities objectively for the best interests of Curl BC.
4. Governors shall, at all times, act with decorum and shall be respectful of other Governors, staff, volunteers, stakeholders and the Boards and staff of Member Facilities. At any event where a Governor is the Board's appointed representative or while attending any Curl BC championship or event, or national competition, he/she shall avoid the consumption of alcohol or any other debilitating substance to a level which would reasonably be expected to impair the Governor's ability to perform his/her duties competently, cause impairment in the Governor's ability to speak, walk or drive or cause him/her to perform in a disruptive manner.
5. Governors shall respect the confidentiality of Board discussion and Board materials. They shall not disclose at any time confidential information obtained through their position with Curl BC to any persons not entitled or required to know.
6. Governors shall ensure that activities that are unethical, or that have the potential to negatively impact Curl BC's public image, which are not covered or specifically prohibited by the foregoing, are neither engaged in nor condoned.
7. Ownership Linkage activities (Governor interaction and consultation with Member Facilities) are an important part of the Board's work that may impact on the Ends Policies. It is another opportunity where Governors may individually participate in the work of the Board. This opportunity supports the collective work of the Board on behalf of the Member Facilities.
8. Governors shall not attempt to exercise individual authority over Curl BC except as explicitly set forth in Board policies.
 - a. Governor interaction with the CEO and staff is encouraged; however Governors shall recognize authority over the CEO is only through the Board as a whole and the Board has no authority over staff except through the CEO. (Reference: [BCL-2: Accountability of the CEO](#))
 - b. Governors shall give no consequence or voice to individual judgements of CEO or staff performance, except as that performance is assessed against explicit Board policies by the official process.
9. Governors acknowledge and appreciate that all Governors are volunteers, and as such, time is at a premium.
 - a. Governors strive to manage time effectively and agree to come prepared in advance for meetings.

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- b. Governors shall respect each other's contribution to the discussion and encourage each other to present their views.
 - i. Governors shall have an opportunity to speak in turn in the discussion of any topic.
 - ii. Governors who wish to speak during discussion will wait to do so until recognized by the Board Chair.
 - iii. Governors shall listen respectfully and refrain from side conversations.
 - iv. Sharing of observations or concerns should occur at the Board table.
 - c. Governors accept their mutual responsibility to ensure that all agenda items result in a decision or are placed on a schedule for follow-up action.
10. Governors recognize the importance of being able to participate in Board meetings.
 - a. Governors shall make every effort to attend Board meetings. If a Governor has an unavoidable conflict not known at the time the Board meeting was scheduled, they shall communicate the reason for their absence to the Board Chair, verbally or in writing prior to the meeting.
 - b. The Board shall ensure they schedule social activities and team building exercises that enable them to bond and function effectively as a team.
 - c. Governors accept the responsibility to create an environment where concerns can be expressed without fear of criticism.
 - d. Governors shall take part in Board organized educational activities which will assist them in carrying out their responsibilities.
 11. Governors accept that the decision-making process may involve conflict, believing that it is only when all points of view are revealed that the best decision can be made. The Board shall assume that after a fair opportunity for expression of views, Governors agree to support the majority decision of the group.
 12. Governors' interaction with the public, media, or other outside groups and organizations must recognize the same limitation and inability of any Governor to speak for the Board, and then only to repeat explicitly stated Board decisions or positions.
 13. Governors are encouraged to continue to be operational volunteers, as well as governance volunteers. As operational volunteers, they are then individually accountable through the normal management channels to the CEO. They are not representing the Board at the operational level.
 14. Governors shall refer inquiries regarding operations from operational volunteers or staff, athletes, coaches, event organizers, or the general public to the CEO. The Governor shall also advise the CEO that they have referred an individual and inquiry to help ensure the loop is closed between the inquirer and the CEO. (Reference: [BCL-2: Accountability of the CEO](#))

Board Policies

Board Governance Process

BG-8: Conflict of Interest

The Board commits itself and its Governors to ethical, business-like, and lawful conduct and the proper use of authority.

As a Board of Governors, we expect the following:

1. Governors shall not use their positions to obtain benefit or employment for themselves, family members, or close associates. Should a Governor desire to seek employment with Curl BC, he or she must first resign.
2. Governors shall not use information obtained through his/her position for personal gain.
3. Governors who may be directly or indirectly involved in a contract with Curl BC must declare that involvement at the Board meeting at which the question of the contract is first considered.
4. Governors shall disclose their involvement with other organizations, vendors, or any other associations that produce a conflict at each Board meeting and at any time during the year should their involvement change. A conflict is defined as a competing interest, influence or relationship which might impair or appear to impair a Governor's ability to perform his or her other duties and responsibilities objectively in the best interests of Curl BC.
5. There must be no self-dealing or any conduct of private business or personal services between any Governor and Curl BC, except as procedurally controlled, to assure openness, competitive opportunity and equal access to inside information.
6. Governors, who find themselves in an unavoidable conflict of interest when the Board is to decide an issue, must declare that conflict immediately and absent themselves without comment from the discussion and the vote on the issue. Governors who declare their conflict of interest are included in determining a quorum. Governors who declare a conflict of interest will be included in the Minutes by name and shall be entitled to receive related Board decisions.

Board Policies

Board Governance Process

BG-9: Representation, Recommendations and Appointments

In its role as steward of Curl BC, the Board shall ensure that there is appropriate Curl BC representation at Curl BC provincial championships, competitions and events, meetings of provincial and national organizations and agencies with which Curl BC is affiliated. The Board shall appoint or recommend representatives when requested by external bodies and as it fits with the governance role of the Board. The Board will consider the overall value of representation when making any appointment and may choose to not appoint or recommend a representative.

Championships, Competitions and Events

Effective relationships with stakeholders help create and maintain value for Member Facilities and enhance Curl BC's ability to achieve its Ends. Representation by Governors enhances the Board's ability to make informed policy decisions. It also creates opportunities for linkages with the Member Facilities and enhanced networks in the curling community.

1. The Board Chair shall appoint Governors to represent Curl BC at championships, competitions and events in consultation with the Executive Committee.
2. Attendance at Championships, Competitions and Events. The Board will review the appointments and duration of attendance for the following year's championships and competitions at its fall meeting on the basis of:
 - ability of candidate
 - value of representation
 - priority of the championship or competition, and
 - cost of representation
3. The Board Chair may appoint an individual who is not a Governor to fulfill ceremonial obligations only.
4. The Board Chair shall appoint all representatives to championships, competitions and events in a timely manner.

Provincial, National and International Organizations

The Board of Governors shall appoint or authorize the Board Chair to appoint representatives to attend and participate in meetings of provincial, national and international organizations to which Curl BC Board has been invited or is affiliated. The Board retains the prerogative to decline participation. Meetings related to the Operations of Curl BC remain the purview of the CEO.

The Board of Governors shall recommend or authorize the Board Chair to recommend those from within the geographic jurisdiction of Curl BC who seek election or appointment as an individual in any National or International organization related to curling. Individuals seeking Curl BC recommendation must provide their application and background to Curl BC for evaluation that will be based on the value of the appointment or election to Curl BC and the suitability of the candidate. The Board retains the prerogative to decline making a recommendation.

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BG-10: Board Committee Principles

Board Committees may be used to complete certain tasks, particularly the task of gathering information and generating options. Board Committees exist only to assist the Board in its work and never to involve itself in the responsibilities of staff. This policy applies to any group that is formed by Board action, whether or not it is called a Committee and regardless of whether the group includes non-Board members. It does not apply to Committees formed under the authority of the CEO.

The Board Chair is an ex-officio member of all Standing Committees of the Board where he/she is not directly appointed as a member.

Accordingly,

1. The Board shall clearly describe and document the scope and time limit of a Committee's mandate, context, and budget limitations.
2. A Board Committee shall not be created for the purpose of helping, advising, instructing or exercising authority over any aspect of Curl BC that has been delegated to the CEO.
3. Board Committees cannot exercise authority over staff. The CEO works for the full Board, and consequently, he or she is not required to obtain approval of a Board committee before an executive action.
4. Board Committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in order not to conflict with authority delegated to the CEO.
5. Procedures - Board Committees shall:
 - a. operate on a consensus basis and escalate items where consensus cannot be reached to the Board as a whole.
 - b. consider only the views of Governors and Advisors assigned to the Committee in reaching consensus (i.e., as these are Committees of the Board, the views of Curl BC staff shall be heard but not included in reaching consensus).
 - c. keep minutes of all meetings and made available to all Board members immediately following the Committee meeting and before any proposal of the committee is presented to the Board.
 - d. keep discussions, minutes and materials Board confidential until such time as the Committee presents its findings and recommendations to the Board. At such time, the materials presented to the Board, unless agreed by the Board as a whole to be confidential, are available for open discussion with member facilities.
 - e. submit proposals to the Board following the Board protocol of the submission of a Board Paper for information one meeting before any vote on the proposal but may request an electronic vote no less than 14 days following the submission of the Board Paper.
 - f. Where the policy providing a Board Committee with its mandate and structure provides for Advisors to be added to the Committee, the appointed Advisors are entitled to the same expense compensation as a Governor following standard procedures.
6. Appointments
 - a. The Board Chair in consultation with the Executive Committee will appoint the Chair of each of the standing committees from the Board Governors.

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- b. The Board Chair, in consultation with the Committee Chair shall determine the size and membership of each committee.
 - c. Committee members shall be from the Board but Advisors may be appointed from outside the Board of Governors.
 - d. A Governor shall chair the committee.
 - e. Should a vacancy occur on the Committee, for whatever reason, the Board Chair may appoint another Director or person as appropriate to fill the vacancy.
 - f. The Board Chair may remove any member of the Committee in consultation with the Executive Committee.
 - g. Each Committee shall provide report to Board Members, a plan (prior to the fall Board meeting) and an annual (prior to the Curl BC AGM).
7. Resources:
- a. Each Committee shall be provided sufficient budget to fulfill its annual plan.
 - b. A Curl BC staff liaison shall be assigned by the CEO.

Board Policies

Board Governance Process

BG-11: Finance and Audit Committee

The Finance and Audit Committee is a Standing Committee of the Board.

Mandate:

Regular (Pre-Board Meeting) Assessments

1. Conduct regular pre-Board meeting assessments of operational compliance (under the business plan and operating budget) with the criteria set out in the Executive Limitations – specifically, EL-1 to EL-4 – and prepare a corresponding compliance assessment statement along with a copy of the compliance checklist completed for the period to advise the Board after each assessment.
2. Conduct pre-Board meeting reviews of the CEO’s monitoring reports for EL-1 to EL-4 and provide a summary (statement) of the review findings for the Board.

Annual (Pre-AGM) Assessment

3. Conduct an assessment of compliance with criteria of EL-1 to EL-4 for any material changes in, or deviations from, the business plan and budget that have occurred in the fiscal year prior to completion of final reports by the CEO and presentation to the Board at the final Board meeting of the year.
4. Conduct a review of the yearend audited financial statement to assess compliance with EL-1 to EL-4 and to identify any areas that require policy modifications prior to presentation to the Board at its final meeting before the AGM.
5. At the same time, conduct a review of EL-1 to EL-4, to assess continuing applicability, and/or to recommend any changes in policy that may be necessary.
6. Review the mandate of the Finance and Audit Committee under Board policy BG-11 to confirm or re-affirm its applicability and to recommend any changes that may be necessary for consideration and endorsement of the Board.

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BG-12: Governance and Strategic Planning Committee

The Governance and Strategic Planning Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

1. Responsible to update the Board Policy Registry after new policies and changes to policies are approved by the Board.
2. Make available to Member Facilities and potential Board candidates information that clearly outlines the role of the Board, the expectations of Board Members, and [BG-7: Board of Governor's Code of Conduct](#).
3. Lead the annual orientation of new Board members including orientation to the Code of Conduct.
4. Conduct a review of Curl BC Constitution & By-laws and identify and develop amendments prior to the notice date.
5. Plan Board education to enhance the quality of Board discussion on governance matters and facilitate effective Board decision-making.
6. Lead the annual self-evaluation by the Board and incorporate areas identified for improvement in the Committee's annual plan.
7. Review its mandate on an annual basis in order to recommend any changes for the Board's consideration.
8. Review the CEO's strategic plan and report to the Board on the links with the ENDS statements.

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BG-13: Member Engagement Committee

The Member Engagement Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

Gathering information and generating options and recommendations to the Board on policies facilitating member centres:

1. Communications, engagement, and relationship building between Curl BC and its member facilities.
2. Communications between Curl BC and non affiliated curling facilities in BC.

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Board Governance Process

BG-14: Recognition and Awards Committee

The Recognition and Awards Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board and Curl BC Board Ancillary Policies and Procedures Manual for detail on specific awards.

Mandate:

1. Coordinate the criteria, eligibility, and selection procedures for the Annual Curl BC Awards set out below:
 - a. Current Curling Season Annual Awards
 - i. Adult Team of the Year
 - ii. U21 Team of the Year
 - iii. 50+ Team of the Year
 - iv. Adaptive Curling Athlete/Team of the Year
 - v. Coach of the Year (Anita Cochrane Award)
 - vi. Official of the Year (Wally M'Lot Award)
 - b. Annual Service Awards
 - i. Curling Centre of the Year
 - ii. Club Volunteer
 - iii. Administrator of the Year (Ron Houston Award)
 - iv. Sponsor
 - c. Long Service Awards
 - i. Builder (Janette Robbins Award)
 - ii. Long Service Volunteer (Pat Kennedy Award)
 - iii. Youth & Junior Curling Program Volunteer (Elsie MacKenzie Award)
 - d. Exceptional Service Awards
 - i. Friendship Award (Judie Roberts Friendship Award)
 - ii. Club Customer Service
2. Coordinate nominations and submissions for Curling Canada awards, SportBC Awards, and other appropriate external award programs.
3. Identify potential candidates and reviewing nominations for Life Membership and Honorary Life Membership.
4. Review the criteria and eligibility for all Annual Curl BC Awards on an annual basis and recommend changes to the number and type of awards to the Board for approval.
5. Present a formal report to the Board of proposed recipients for the annual Curl BC Awards and for Life Membership and/or Honorary Life Membership for approval;
 - a. In the case of Life Membership and/or Honorary Life Membership, to prepare the appropriate motions for the AGM
6. Review this mandate on an annual basis to recommend any changes to the Board.

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BG-15: Competitions Committee

The Competitions Committee is a Standing Committee of the Board.

Refer to [BG-10: Board Committee Principles](#) for additional background on Committees of the Board.

Mandate:

1. Gathering information and generating options and recommendations to the Board on policies relating to the Train to Train, Train to Compete and Train to Win stages of the Long Term Athlete Development Model, including qualification processes and provincial championship formats.
2. Gathering information and generating options and recommendations to the Board on policies relating to high performance athlete identification and development.
3. Gathering information and generating options and recommendations to the Board on policies and options relating to high performance coaches, officials and ice technicians.
4. Gathering information and generating options and recommendations to the Board when Curl BC is requested to provide input to the Curling Canada on matters related to the previously stated areas of expertise.

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BG-17: Protection of Privacy Statement

The collection, use, disclosure and retention of personal information are all regulated by law in British Columbia. Curl BC collects and uses personal information primarily to provide the programs, services, products and information required by members of Curl BC. To enable Curl BC to manage and develop its operations from local to international levels, Curl BC may share your personal information with its members and the Curling Canada, and also with selected third parties who are acting on our behalf as our agents, suppliers or service providers. From time to time, Curl BC may contact our members directly or may include information from corporate sponsors whose products, services or information may be of interest to our members. If you do not want to be included on the Curl BC mailing list, please advise the Curl BC Privacy Officer by post, email or fax. Our Privacy Policy is available at www.curlbc.ca or by contacting the Curl BC Privacy Officer.

Ten Principles of Privacy

At Curl BC, we value our relationship with our members and respect their privacy according to the following ten principles:

1. Curl BC is accountable and responsible for the safeguarding of personal information in our custody or under our control. Curl BC has appointed a Privacy Officer who is responsible for privacy issues within Curl BC. Curl BC has implemented procedures for the handling of personal information, and has developed a complaint process for members with personal information concerns.
2. Curl BC collects personal information only for the following purposes:
 - a. to establish and maintain a responsible relationship with our members and to provide ongoing service to all areas of curling within British Columbia;
 - b. to support and assist our member facilities in delivering programs and services at the local level;
 - c. to support and assist the Curling Canada in delivering programs and services at the national and international levels;
 - d. to manage and develop our operations and help us plan for future growth; and
 - e. to meet legal and regulatory requirements.
3. Curl BC will obtain your consent to collect, use or disclose personal information (except where authorized or required by law to do so without consent). Consent can be express, implied, or given through an authorized representative such as parent or guardian, lawyer or agent. You have the right to refuse or withdraw consent at any time, subject to legal or contractual restrictions and reasonable notice. You may have your name removed from our telephone, mail or email lists. However, withdrawal of consent may limit our ability to communicate with and serve you.
4. Curl BC will limit the amount and type of personal information collected to that which is reasonable and necessary to fulfill its stated purposes.
5. Curl BC uses your personal information only for the purposes for which it is collected. Your personal information may also be disclosed by Curl BC for the following reasons.
 - a. Curl BC may disclose a member's personal information to a person who, in the reasonable judgment of Curl BC, is seeking the information as an agent of that member.
 - b. Curl BC may disclose a member's personal information to a public authority or agent of a public authority if, in the reasonable judgment of Curl BC, it appears that there is imminent danger to life or property which could be avoided or minimized by disclosure of the information.

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- c. In conjunction with special offers or programs, Curl BC may disclose members' personal information to our partners and associates or to third-party agents responsible for administering such offers or programs. Any such disclosure is made with the member's consent and on a confidential basis and is limited to the information needed for the stated purpose.
 - d. Curl BC will keep personal information used to make a decision about an individual for a minimum of one year. After one year, Curl BC will destroy, erase or render anonymous personal information as soon as retention is no longer necessary.
6. Curl BC will make every reasonable effort to ensure that personal information it is using or disclosing is accurate and complete.
 7. Curl BC will protect the personal information in its custody or control by making security arrangements to prevent unauthorized access, collection or use. Curl BC will protect the confidentiality of your personal information when dealing with other organizations.
 8. Curl BC is open about the policies and procedures it uses to protect your personal information. Information about our policies and procedures is available in writing and electronically.
 9. Members have the right to access their own personal information through the Curl BC Privacy Officer. Unless prevented by law, Curl BC will provide you with information regarding your personal information and give you the opportunity to correct any errors of fact.
 10. Curl BC has developed a complaint handling process. Curl BC will investigate all complaints received and take appropriate measures to correct information and handling practices as required. Individuals may appeal any Curl BC decision to the Information and Privacy Commissioner of British Columbia.

Questions or Concerns

If you have any questions or concerns about the Curl BC privacy policy, contact us at (604) 333-3621 (outside of Greater Vancouver: 1-800-667-CURL (2875)). Otherwise, we will assume that we have your consent to continue to collect, use and disclose your personal information for the purposes identified above.

Curl BC Privacy Officer

The Curl BC Privacy Officer is the Chief Executive Officer (CEO).

The Curl BC Assistant Privacy Officer is the Member Services Manager.

If you have any questions or concerns about your personal information in the control or custody of Curl BC, please contact the Privacy Officer or Assistant Privacy Officer.

Appointment of Privacy Officer

The Chief Executive Officer is appointed by the Board of Governors as the Curl BC Privacy Officer.

The Privacy Officer must be familiar with the legislation and should be knowledgeable about Curl BC's personal information management practices. The Curl BC Privacy Officer is responsible for:

- encouraging compliance with provisions of the Personal Information Protection Act;
- responding to requests for access to and correction of personal information and general issues concerning personal information;
- working with the Information and Privacy Commissioner during an investigation of a privacy complaint against Curl BC; and
- managing Curl BC's complaint process.

Assistant Privacy Officer

The Member Services Manager is appointed by the Board of Governors as the Curl BC Assistant Privacy

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Officer. The Privacy Officer and/or Assistant Privacy Officer are responsible for managing the necessary changes to Curl BC's information management practices and procedures, staff training, member relations, and implementation of privacy policies and procedures. The Privacy Officer and/or Assistant Privacy Officer will provide assistance when a more detailed knowledge of Curl BC's responsibilities is required. The Assistant Privacy Officer will act as a resource to the Privacy Officers designated by Curl BC's member facilities and member associations.

Consent

Curl BC will make all reasonable effort to ensure that the purposes for personal information collection are stated at the time collection takes place.

Forms

Curl BC will review and revise its forms to include a statement of purpose. As appropriate, forms will also include a provision for an individual to opt out of providing some personal information. This includes written and electronic forms.

Communications materials

Consent is not required to disclose information (including photos and videos) obtained by observation at a public event or Curl BC event in which an individual voluntarily participates. However, as a courtesy, Curl BC will endeavor to obtain consent to use personal information in its publications, in communications materials such as posters and press releases and on its web site.

Refusal or withdrawal of consent

An individual has the right to refuse consent to use personal information or to withdraw consent at any time.

Curl BC will give individuals the opportunity to opt out at time of collection of information. The individual's choice will be respected. This may mean that the individual does not receive general Curl BC communications or any special offers or information on behalf of Curl BC's partners and associates.

An individual may withdraw consent for use of personal information at any time upon 30 days written notice to the Privacy Officer. The notice may be given by post, fax or email. The Privacy Officer must notify the individual of any consequences of this withdrawal of consent, and must also advise the individual when Curl BC has complied with their request.

Sharing Information

Curl BC is responsible for personal information that has been collected and transferred to another organization. This may be a member facility, the Curling Canada, a partner, a sponsor, an agent, or a service contractor. In all cases, when transferring information, Curl BC will clearly state what requirements must be met to comply with the legislation and with Curl BC's personal information management practices.

Curl BC is also responsible for personal information collected on our behalf by another organization. British Columbia organizations collecting information on behalf of Curl BC must clearly state the purpose for collection and all such information will be treated by Curl BC according to the legislation and our personal information management practices.

Organizations outside British Columbia, such as the Curling Canada are not subject to the BC Personal Information Protection Act legislation.

Accessing and Correcting Information

An individual has the right to access their personal information and to correct errors of fact.

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Accessing your personal information

Requests for access to personal information must be made in writing to the Privacy Officer. The request must include sufficient detail to enable the Privacy Officer to identify the information requested.

The Privacy Officer must respond to the request for access within 30 business days. The response must include, if requested, the ways in which the personal information has or is being used, and a list of organizations to whom the information has been disclosed.

The Act identifies certain circumstances where information may be withheld. If the Privacy Officer withholds information, he or she must give the reason and identify the Section of the Act under which the information is being withheld.

Correcting your personal information

If personal information held by Curl BC is incorrect, an individual may request correction by writing to the Privacy Officer. The individual must provide sufficient documentation to show that the correction is justified. Any original documentation supplied through this process by an individual will be returned, although copies will be taken for the file.

The Privacy Officer will ensure that the appropriate corrections are made and that any incorrect information that has been disclosed within the year prior to the request is corrected.

An individual may not correct opinions, but may annotate their file. This is done by writing to the Privacy Officer. The Privacy Officer will ensure that such annotation is included in the individual's file.

An individual may not request original documents held by Curl BC but may request copies. Curl BC will provide copies to the individual at minimal or no cost. These documents must relate solely to the individual's personal information and may not include information of a personal nature about any other individual.

Handling Complaints about Personal Information

Complaints about Curl BC's management of personal information may be instigated verbally or in writing and should be directed to the Curl BC Privacy Officer. Whether verbal or written, the complaint should follow the guideline of the Curl BC Personal Information Complaint Form to ensure that the concern is documented thoroughly and with all relevant details. Initial complaints may be directed to members of staff, management, or to a representative of the Board of Governors who will pass them to the Privacy Officer or Assistant Privacy Officer as appropriate.

Complaints may not be investigated by any person who may be named in the complaint.

The Privacy Officer or Assistant Privacy Officer (the "Investigator") will investigate all complaints received. The Investigator will acknowledge receipt of the complaint promptly, and may contact the individual to clarify the complaint if necessary.

The Investigator will be given access to all records, employees and others who handled the personal information or access request.

Where the complaint is justified, the Investigator will take appropriate measure to rectify the situation, including correcting information handling practices and policies where necessary and communicating those changes to relevant staff and volunteers. The Investigator will follow up to verify that the required changes have been implemented.

The Investigator will notify individuals of the results of an investigation clearly and promptly, informing them of relevant steps taken.

The Investigator will record all decisions to ensure consistency in applying the Act.

Requesting a review

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Should an individual not be satisfied with the handling of their complaint, the Privacy Officer or Assistant Privacy Officer will inform them of the recourse they have to request a review by the Information and Privacy Commissioner of British Columbia. The Privacy Officer or Assistant Privacy Officer will provide the required contact information to a complainant wishing a review.

Security of Personal Information

Personal information in Curl BC custody or under Curl BC control will be safeguarded with the appropriate level of security, according to whether the information is regarded as "low sensitivity," "medium sensitivity," or "high sensitivity." Security measures may include locked file cabinets, restricted access to offices, safety deposit boxes, and for computers: user ids and password-protected electronic files.

Retention of Personal Information

The Act requires Curl BC to hold personal information for one year. For various legal purposes, Curl BC holds all personal information for a minimum of two years. During that period, an individual has access to his or her personal information through the Privacy Officer and may correct errors of fact or lodge a complaint through Curl BC's standard personal information complaint procedures. Selected personal information may be retained indefinitely. All retained personal information is subject to the rules and regulations of the Act regarding use, security and disclosure.

Personal information may be retained indefinitely in the form of statistics for purposes of research and program and organizational development, and to support and assist partners and associates in their development programs. Personal information may also be retained indefinitely in the form of anonymous anecdotal information for research, training and organizational development.

Destruction of Personal Information

Personal information no longer necessary to the purposes of Curl BC will be destroyed, erased, or rendered anonymous.

Curl BC will periodically clear its files of personal information that no longer needs to be retained. Written records or documentation containing personal information to be destroyed will be shredded or burnt. Computer files containing personal information to be destroyed will be erased, and a file search conducted to ensure that all copies of the information are erased.

Where existing personal information is corrected, updated or replaced, the previous version will be dated and archived in a locked file cabinet for a minimum of one year.

Providing Employment or Personal References

No member of the Curl BC management and staff or representative of the Curl BC Board of Governors may provide a personal or employment reference for an individual without the consent of the individual. In the absence of consent, Curl BC will only confirm an employment; i.e. "yes, that individual worked/volunteered for us" or "no, that individual did not work/volunteer for us."

Consent is given by an individual's request to Curl BC for a written reference or for use of a Curl BC representative's name. In the absence of such a request from the individual, Curl BC or one of its representatives must have satisfactory confirmation of consent before providing an employment or personal reference. That confirmation may be a fax of a resume listing Curl BC or its representative as a reference. It is not Curl BC's responsibility to seek consent.

Collecting Information without Consent

According to the Act, Curl BC may collect, use or disclose personal information without the consent of the individual. Curl BC will forgo obtaining consent on the following occasions.

- When collecting or disclosing the information clearly benefits you or is necessary for medical

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treatment and your consent cannot be obtained in a timely way.

- When the information is needed for a proceeding or an investigation and getting consent might compromise the availability or accuracy of the information.
- When the information is used for journalistic purposes and for no other purpose.
- When the information is collected by observation at a competition or other public event in which the individual voluntarily participates.
- When the information is necessary to determine the individual's suitability to receive an honour or award or be selected for an athletic purpose.
- When the collection of information is required or authorized by law (such as criminal record checks).
- When the information is necessary to facilitate collection of a debt owed to Curl BC.

Updating Privacy Policy and Procedures

The Privacy Officer will be responsible for answering questions about Curl BC's personal information policy and procedures and for remaining current with protection of privacy information posted on the BC Government web site. Curl BC will update its Privacy Policy and Procedures on a regular basis and provide information on changes to its members in a timely way through member communications and/or the Curl BC web site.

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BG-18: Appeals Policy

In this Policy

“Member” refers to all categories of members of Curl BC, as well as to all individuals engaged in activities with or employed by Curl BC;

“Appellant” refers to the member or individual appealing a decision;

“Respondent” refers to the body whose decision is being appealed.

“Days” shall mean total days, irrespective of intervening weekends or holidays.

Scope of Appeal

1. Any member who is affected by a decision of the Curl BC Board of Governors, of any Committee of the Curl BC Board of Governors, or of any body or individual who has been delegated authority to make decisions on behalf of the Curl BC Board of Governors, shall have the right to appeal that decision, provided there are sufficient grounds for the appeal as set out under “Grounds for Appeal” of this Policy. Such decisions may include, but are not limited to, harassment, selection and discipline.
2. This Policy shall not apply to matters relating purely to employment issues unless otherwise stated.

Timing of Appeal

3. Any member who wishes to appeal a decision shall have 10 days from the date on which he or she received notice of the decision to submit written notice to the Board Chair of Curl BC of his or her intention to appeal.
4. A Notice of Appeal shall contain the following information:
 - Appellant’s name and address;
 - date the appellant was advised of the decision being appealed;
 - name of the individual who communicated the decision to the Appellant;
 - Appellant’s status (athlete, coach, volunteer, etc.);
 - copy of the decision being appealed or description of the decision if a written document is not available;
 - grounds for the appeal (pursuant to Section 5 of this Policy), along with detailed reasons for the appeal;
 - explanation of how the decision directly affects the Appellant;
 - remedy requested;
 - date of notice of appeal and signature of Appellant.

Grounds for Appeal

5. A decision cannot be appealed on its merits alone. An appeal may be heard only if there are sufficient grounds for the appeal. Sufficient grounds include the Respondent:
 - making a decision over which it did not have authority or outside its jurisdiction, as set out in Curl BC’s governing documents;
 - failing to follow procedures as laid out in the bylaws or approved policies of Curl BC;
 - making a decision which was influenced by bias, where bias is defined as a lack of neutrality to such an extent that the decision-maker appears unable to consider other views;

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- exercising its discretion for an improper purpose;
- making a decision for which there is no supporting evidence.

Appeals Panel

6. Within 5 days of receiving the Notice of Appeal, the Board Chair or the Board Chair's delegate shall appoint an Appeals Panel. (the "Panel") as follows:
 - the Panel shall be comprised of three individuals. The Board Chair, in consultation with the Appellant, shall decide who will be appointed;
 - the Panel members shall have no significant relationship with the affected parties, shall have had no involvement with the decision being appealed, and shall be without any other actual or perceived bias or conflict;
 - at least one of the Panel's members shall be from among the Appellant's peers;
 - the Appellant shall be given the opportunity to recommend the peer member of the Panel;
 - should the Appellant not recommend the Panel member as set out in (d) above within 5 days, the Board Chair shall appoint the peer member of the Panel;
 - the Panel members shall elect one of them to act as Chairperson.

Screening of Appeal

7. Within 5 days of its appointment, the Panel shall decide whether or not the appeal is based on one or more of the categories of possible errors by the Respondent as set out in Section 5. The Panel or the Chairperson by him or herself shall not determine if the error has been made, only if the appeal is based on such an allegation of error by the Respondent.
8. If the appeal is denied on the basis of insufficient grounds, the Appellant shall be so notified of this decision in writing, with reasons included. This decision is at the sole discretion of the Panel, and may not be appealed.

Procedure for the Appeal

9. If the Panel determines that the circumstances of the dispute warrant an appeal, the Panel shall govern the appeal by such procedures as it deems appropriate, provided that:
 - the appeal hearing shall be held within 21 days of the Panel's appointment;
 - the Appellant, Respondent and Affected Parties shall be given 14 days written notice of the date, time and place of the appeal hearing;
 - all three Panel members shall constitute a quorum;
 - decisions shall be by majority vote, and the Chairperson carries one vote;
 - copies of any written documents which any of the parties would like the Panel to consider shall be provided to the Panel, and to all other parties, at least 5 days in advance of the hearing;
 - any of the parties may be accompanied by a representative or advisor, including legal counsel; and shall be responsible for the costs of such representative or advisor;
 - the Panel may direct that any other individuals participate in the appeal;
 - in the event that one of the Panel's members is unable or unwilling to continue with the appeal, the matter shall be concluded by the remaining two Panel members;
 - unless otherwise agreed by the parties, there shall be no communication between Panel members and the parties except in the presence of, or by copy to, the other parties.

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10. In order to keep costs at a reasonable level, the Panel may conduct the appeal by means of a telephone or videoconference.

Appeal Decision

11. Within 7 days of concluding the appeal, the Panel shall issue its written decision, with reasons. In making its decision, the Panel shall have no greater authority than that of the original decision-maker. The Panel may decide:

- to confirm the decision and dismiss the appeal;
- to void the decision and refer the matter back to the initial decision-maker for a new decision;
- to vary the decision where it is found that an error occurred, and where such an error cannot be corrected by the original decision-maker for reasons which include, but are not limited to, improper procedure, lack of time, or lack of neutrality; and
- to determine how costs of the appeal shall be allocated, if at all.

12. A copy of the Panel's decision shall be provided to each of the parties and to the Board Chair.

Timelines

13. If the circumstances of the dispute are such that this Policy shall not allow a timely appeal, the Panel may direct that these timelines be abridged, and the Board Chair shall advise all parties of the abridged timelines. If the circumstances of the disputes are such the appeal cannot be concluded within the timelines dictated in this Policy, the Panel may direct that these timelines be extended.

Documentary Appeal

14. Any party to the appeal may request that the Panel conduct the appeal by way of documentary evidence. The Panel may seek agreement from the other parties to proceed in this fashion. If agreement is not forthcoming, the Panel shall decide whether the appeal shall proceed by way of documentary evidence or by an in-person hearing.

Arbitration

15. If any party believes the Appeal Panel has made an error such as those described in Section 5, the matter shall be referred to arbitration, such arbitration to be administered under the Sport Dispute Resolution Centre of Canada Program for Amateur Sport and its Rules of Arbitration, as amended from time to time.

16. Should a matter be referred to arbitration, all parties to the original appeal shall be parties to the arbitration.

17. The parties to an arbitration shall enter into a formal Arbitration Agreement and the decision resulting from arbitration shall be final and binding and not subject to any further review by any court of competent jurisdiction or any other body.

Location and Jurisdiction

18. Any appeal shall take place in the municipality where the Curl BC office is located, unless held by way of telephone conference call, documentary review or held elsewhere as may be decided by the Panel as a preliminary matter.

19. This Policy shall be governed and construed in accordance with the laws of the Province of British Columbia.

20. No action or legal proceeding shall be commenced against Curl BC in respect of a dispute, unless Curl BC has refused or failed to abide by the provisions for appeal and/or arbitration of the dispute, as set out in this Policy.

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Review and Approval

21. This Policy shall be reviewed by the Governance and Strategic Planning Committee on an annual basis.

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BG-19: Harassment Policy

The purpose of this policy is to provide guidelines for dealing with discrimination and/or harassment complaints within Curl BC's amateur sport system in an effective and timely manner, and to provide a procedure for informal and formal review and resolution.

In addition to the procedure available under this policy, every person who experiences discrimination or harassment has the right to:

- file a complaint with the BC Human Rights Commission if the alleged behaviour falls within the definition of discrimination under the BC Human Rights Code;
- file a complaint with the police and/or other appropriate authorities if the alleged behavior constitutes criminal activity (i.e. abuse, stalking, etc.) and
- to pursue private proceedings in civil court

If a Complainant initiates proceedings under the BC Human Rights Code with respect to the same incident(s) that is/are the subject matter of a complaint under this policy, the Complainant shall be deemed to have withdrawn the complaint filed under this policy and the process under this policy will cease.

If a person proceeds with a complaint under this policy, the complaint will be resolved either informally, with the assistance of a Harassment Advisor, or formally after an investigation by an Investigation Officer.

If Abuse (defined in Section 2.1) of a child is suspected or disclosed, reporting to the appropriate authorities is mandatory and it should be reported to the police and/or the Child Protection Branch of the Minister of Children and Family Development.

Definitions

Abuse: Abuse can be physical, emotional, or sexual

- Physical abuse – using physical force or actions that result, or could result, in an injury
- Emotional abuse – a pattern of hurting an individual's feelings to the point of damaging his or her self-respect. It includes verbal attacks on the individual, insults, bullying, humiliation, or rejection.
- Sexual abuse – using an individual for sexual stimulation or gratification unless, in the case of an adult, that individual consents

Appeal Panel: A panel appointed under Curl BC's Appeals Policy.

Complaint: A written statement made by a Complainant seeking recourse pursuant to this policy.

Complainant: Individual(s) making a Complaint.

Discipline Committee: When required under this policy, the CEO or the Board Chair when the matter directly involves the CEO, shall appoint a Discipline Committee to receive the report of the Investigating Officer and undertake responsibilities defined in this policy.

- the Discipline Committee shall be comprised of three individuals. The CEO (Board Chair if the CEO is involved), in consultation with the Board Chair as required, shall decide who will be appointed;
- the Committee members shall have no significant relationship with the affected parties, shall have had no involvement with the incident which is the subject of the complaint, and shall be without any other actual or perceived bias or conflict;
- at least one of the Committee's members shall be from among the Appellant's peers;

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Harassment: Any behavior that satisfies one or more of the following definitions of Harassment:

- Personal Harassment: Behavior, including communication, conduct or gesture, which:
 - is insulting, intimidating, humiliating, hurtful, malicious, degrading or otherwise offensive to an individual or group of individuals (including a statement with respect to a Prohibited Ground or otherwise; and
 - would be considered by a reasonable person to create an intimidating, humiliating, or uncomfortable work or sport-related environment
- Sexual Harassment: Behavior involving unwelcome sexual advances, requests for sexual favors or other communication (written or verbal) or physical contact of a sexual nature when
 - such conduct might reasonably be expected to cause embarrassment, insecurity, discomfort, offense, or humiliation to another person or group; or
 - submission to such conduct is made, implicitly or explicitly, a condition of employment or participation in a sport-related activity; or
 - submission to or rejection of such conduct is used as a basis for any employment or sport-related decision; or
 - such conduct has the purpose or the effect of interfering with a person's work or sport performance or of creating an intimidating, hostile, or offensive work or sport environment.
- Retaliation: Any action taken against an individual in retaliation for:
 - having initiated this policy on behalf of himself/herself or another individual;
 - having participated or cooperated in any investigation under this policy;
 - having associated with anyone who has invoked this policy or participated in an investigation.

Types of behaviour that may constitute Harassment include, but are not limited to:

- written or verbal abuse or threats
- physical assault
- unwelcome remarks, jokes, innuendoes, or taunting about a person's body, sexual orientation, attire, age, marital status, ethnic or racial origin, or religion
- displaying of racist or other offensive or derogatory material, racial, ethnic, or religious graffiti
- practical jokes which cause awkwardness or embarrassment, endangering a person's safety or negatively affecting performance
- hazing or initiation rites
- obscene gestures
- intimidation
- behaviour which undermines self-respect or adversely affects performance or working conditions
- false accusations of Harassment motivated by malice or mischief and meant to cause other harm

Harassment Advisor: A designate of Curl BC who has been trained in respect of this policy and its procedures. The role of the Harassment Advisor is to serve in a neutral, unbiased capacity, to provide information about the resources and support available, and to receive Complaints, assist in informal resolution of Complaints, and to make recommendations for further action. The Harassment Advisor will handle Complaints that may be resolved through informal procedures and will refer all other Complaints to the Investigation Officer.

Investigation Officer: An individual appointed by viaSport at the request of Curl BC to investigate a Harassment Complaint as provided in this policy.

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Investigative Report: The draft or final report by the Investigation Officer prepared following an investigation, including, but not limited to, a summary of details, determination of whether or not Harassment has occurred, and recommendations for resolution, including recommendations for disciplinary action.

Prohibited Ground: The BC Human Rights Code provides that no person shall discriminate against another person with respect to, among other things, employment, publications, accommodation, service and facilities, on any of the following grounds (the “Prohibited Grounds”):

- age
- ancestry
- colour
- conviction for an offense unrelated to employment
- family status
- marital status
- mental disability
- physical disability
- place of origin
- political belief
- race
- religion
- sex
- sexual orientation

Reasonable Person Standard: In relation to a determination of Harassment under this policy, an assessment of responsibility that takes into account not only what the Complainant and Respondent actually experienced, knew, or understood about one another or the situation, but also what a reasonable person in each of their circumstances would or ought to have experienced, known, or understood.

Respondent: the alleged offender

Responsible Adult: Where the Complainant or the Respondent is a minor (under 19 years of age) or is otherwise unable to speak for himself or herself, a parent, guardian, or other adult of the person’s choice who may speak on behalf of the Complainant or Respondent as defined in this policy.

Statement of Principles

1. Curl BC does not tolerate Harassment in connection with any of its internal or external business, sport or related activities.
2. Curl BC is committed to providing an environment in which all individuals are treated with respect and dignity. Each individual has the right to participate and work in an environment that promotes equal opportunities and prohibits discriminatory practices.
3. This policy applies to all employees, governors, officers, volunteers, coaches, athletes, participants, officials, members, and persons with an employment contractual relationship with Curl BC. Curl BC encourages the prompt reporting of all incidents of Harassment, regardless of who the alleged offender may be.
4. For the purposes of this policy, Harassment may occur:
 - at sporting events, competitions, or training sessions;

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- at the office;
 - at office- or sport-related social functions;
 - at Curl BC's business or sport functions, such as meetings, conferences, training sessions, and workshops;
 - during work- or sport-related travel;
 - via the telephone, electronic and/or other telecommunication devices; and/or
 - elsewhere if the person harassed is there as a result of work- or sport-related responsibilities or a work- or sport-related relationship.
5. The procedure followed under this policy shall conform to the process of natural justice, which means that:
- the Respondent and Complainant will be advised of the provisions of this policy;
 - the Respondent and Complainant will be given an opportunity to present evidence in support of his/her position and to defend himself/herself against allegations of Harassment;
 - the issues will be clearly and concisely stated so that the Respondent is aware of the allegations;
 - the Respondent and Complainant will have the right to be represented at any stage of the process at his/her own expense;
 - the Respondent and Complainant will receive a copy of the Investigation Report;
 - the Respondent and Complainant have the right to an appeal pursuant to Section 8 of this policy;
 - the decision-makers have a duty to listen fairly to both sides and to reach a decision untainted by bias;
6. Curl BC is committed to the prevention of Harassment through educational programs including information and training.
7. Disciplined training is an indispensable part of high performance sport and should not be confused with discrimination or Harassment. However, it is of vital importance that those in authority:
- set and communicate performance and training standards to all participants;
 - ensure that training involving touching or other physical contact occurs in an appropriate setting and only after informed consent, where practicable, has been sought and received;
 - show consistency and non-harassment when taking any corrective or punitive action;
 - use non-harassing terminology, address individuals by name and avoid the use of derogatory, slang or offensive terms;
 - refer to and follow Curl BC's Codes of Conduct accurately.
8. In the interest of all parties concerned, the formal resolution of a Complaint under this policy (including an appeal) should proceed as expeditiously as possible within the specified time limits. However, failure to meet the specified time limits will not invalidate the complaint process.
9. Employees or members of Curl BC against whom a complaint of Harassment is substantiated may be severely disciplined up to and including employment dismissal or termination of membership.

Responsibilities

1. Curl BC is responsible to:
- ensure that all of its members, governors, officers, employees, persons under an employment contract, volunteers, coaches, athletes and officials are familiar with this policy;
 - appoint trained Harassment Advisors;

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- pay for any costs associated with processing a substantiated Complaint;
 - ensure a fair and impartial Discipline Committee;
 - impose disciplinary or corrective measures in a fair and timely manner, taking into account the recommendations made by the Discipline Committee.
2. viaSport is responsible to:
- provide awareness and educational opportunities to the amateur sport and recreation community generally regarding harassment policies;
 - provide a training program for Harassment Advisors;
 - at the request of Curl BC, appoint an Investigation Officer to investigate a Complaint;
 - monitor the Investigation Officer to ensure that his or her investigation, filings, and reports are conducted according in a professional manner to the policy;
 - receive a copy of the Final Investigation Report and provide copies to the Discipline Committee, the Complainant and Respondent;
 - keep a confidential copy of all materials received by viaSport in relation to a Complaint;
 - where a Complaint is substantiated, provide a summary of the decision (without identifying the parties) to viaSport's members; and
 - keep a record of the summary decision for future reference

Jurisdiction

1. A Complaint may be lodged by any person against any employee, governor, officer, volunteer, coach, athlete, official, member of, or person under an employment contract with Curl BC.
2. A person may initiate a Complaint under this Harassment policy if:
 - the Complaint alleges that the Respondent has committed an act of Harassment as defined in this policy; and
 - the Respondent is an employee, governor, officer, volunteer, coach, athlete, official, member of, or person under an employment contact with Curl BC; and
 - the Complaint is initiated within one year of the incident (or last in a series of incidents) giving rise to the Complaint. If the Complainant is a minor, the one year term commences when the parent or guardian of the minor is made aware of the incident or last in a series of incidents from herein referred to as "the Minor's Limitation Period"; and
 - the Harassment Advisor determines that the subject matter of the complaint is appropriately dealt with under this policy rather than an alternate, internal complaint process of Curl BC.

Confidentiality

1. Subject to any limits or disclosure requirement imposed by law or required by this policy, any and all information, oral and written, created, gathered, received, or compiled through the course of processing a Complaint is to be treated as confidential by both the Respondent and Complainant, their representatives, witnesses, and all persons dealing with the Complaint pursuant to this policy.

Complaint Procedure

1. The Complainant is encouraged to make it known to the Respondent that the behavior is unwelcome, offensive, and contrary to this policy.
2. A Complaint is initiated under this policy by delivering a written statement to the Harassment Advisor of Curl BC seeking recourse under this policy.

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3. If Curl BC does not have a Harassment Advisor who can deal with the complaint expeditiously, the Executive Director should consult with the viaSport Harassment Coordinator to appoint an appropriate Harassment Advisor.
4. At the first meeting (either in person or via telephone) between the Harassment Advisor and the Complainant, the Harassment Advisor shall provide the Complainant with a copy of Curl BC's Harassment policy and inform the Complainant of the following:
 - the overall process of making and processing a Complaint;
 - the option of pursuing informal resolution of the Complaint;
 - the option to proceed with a formal investigation under this policy when an informal resolution is inappropriate or not feasible;
 - the availability of counseling and other resources;
 - the confidentiality provisions of this policy;
 - the right to be represented by a person of his/her choice (including legal counsel) and at his/her own expense at any stage in the Complainant process;
 - other avenues of recourse, including the right to file a complaint pursuant to the BC Human Rights Code, or, where appropriate, to contact the police where the conduct may be an offense pursuant to the Criminal Code, or pursue private proceedings in civil court; and
 - the fact that discipline may be imposed on the Complainant if it is found that the Complainant is frivolous or vexatious.
5. Following the initial meeting between the Complainant and the Harassment Advisor:
 - if the Complainant and the Harassment Advisor agree that the conduct does not constitute Harassment under this policy, the Harassment Advisor will take no further actions and will make no written record of the Complaint;
 - if the Complainant wishes to proceed with the Complaint, the Harassment Advisor shall assist the Complainant in preparing a written statement outlining the name of the Respondent, the details of the alleged incident(s) of Harassment, and the names of any witnesses (the Complainant's "Statement"). The Complainant's Statement shall be dated and signed by the Complainant.
6. Upon receipt of the Complainant's Statement by the Harassment Advisor, the Harassment Advisor shall either:
 - process the Complaint in accordance with this policy or
 - reject the Complaint on the basis that:
 - the facts alleged in the Complainant's Statement, if proven, would be insufficient to establish Harassment under this policy; and/or
 - the subject matter of the Complaint is frivolous or vexatious, made for an improper purpose, or otherwise not made within the spirit of this policy; and/or
 - the subject matter of the Complaint falls within the jurisdiction of another internal policy of Curl BC or jurisdiction of an external authority
 - if the Complainant has initiated a complaint under any other internal or external complaint process related to the incident which is the subject matter of a Complaint under this policy, the Discipline Committee Chair may hold the Complaint in abeyance until the other external or internal process is completed.
7. In the event that the Harassment Advisor rejects the Complaint, the Complainant may appeal the Harassment Advisor's decision to the Discipline Committee. The Committee may either confirm the

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rejection of the Complaint or allow the Complaint to proceed. The Discipline Committee's decision with respect to this issue shall be final and binding.

8. If the Complainant wishes to attempt resolution of the Complaint on an informal basis, the Harassment Advisor will attempt informal resolution of the Complaint. This may include the following:
 - the Complainant talks to the Respondent about the behavior;
 - the Harassment Advisor talks to the Respondent about the behavior;
 - the Harassment Advisor acts as an informal mediator between the Complainant and the Respondent;
 - the Harassment Advisor accesses the services of a professional mediator for the Complainant and the Respondent;
 - other types of informal resolution that do not include an investigation
9. If the Complaint is resolved informally to the satisfaction of the Harassment Advisor, the Complainant, and the Respondent, or if the Complainant decides to withdraw the Complaint, the Harassment Advisor will make careful notes of the actions taken and no report shall be submitted to the Discipline Committee.
10. If the Complaint is not resolved informally to the satisfaction of the Harassment Advisor, the Complainant, and the Respondent, the Complaint shall be referred to an Investigation Officer for investigation.
11. The Discipline Committee may impose interim measures pending the recommendations of the Investigation Officer if it is of the opinion that the imposition of such measures is in the best interests of Curl BC.
12. Interim measures are not sanctions and may take many forms including, but not limited to
 - the imposition of conditions upon the continued participation of the Respondent in the activities or business of Curl BC;
 - suspension of the Respondent from participation in the activities or business of Curl BC, with or without pay, pending completion of the investigation; or
 - such other conditions as the Discipline Committee determines necessary
13. Any interim measures imposed by the Discipline Committee shall be reconsidered no less than 30 days after being imposed, and shall be reconsidered each successive 30 day period thereafter.
14. At the time the Complainant's Statement is forwarded to the Investigation Officer, a copy of the Complainant's Statement shall be placed in Curl BC's confidential records relating to the Respondent.
15. When the Investigation Officer receives the Complainant's Statement from the Harassment Advisor, the Investigation Officer will review and clarify the Complainant's Statement and give a copy of the Complainant's statement to the Respondent
16. Where the Investigation Officer gives a copy of the Complainant's Statement to the Respondent, the Investigation Officer will include with the Complainant's Statement a copy of this policy and a notice that the Respondent has the right to be represented by any person of his/her choice at any stage of the process when the Respondent is required or entitled to be present.
17. The Respondent may provide a written statement in response to the Complainant (the "Respondent's Statement") to the Investigation Officers within fourteen (14) days of receiving the Complainant's Statement. If there are special circumstances, the Investigation Officer may extend the time for response.

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18. The Investigation Officer shall forward a copy of the Respondent's Statement to the Complainant.
19. In a timely manner, the Investigation Officer shall conduct an investigation as to the facts and circumstances relevant to the Complaint.
20. During the investigation, the Complainant shall and the Respondent may advise the Investigation Officer of all evidence that is relevant to the Complaint. The Investigation Officer shall attempt to obtain written, signed statements from all relevant witnesses.
21. Upon completion of the investigation, the Investigation Officer shall prepare a draft Investigation Report (the "Draft Investigation Report").
22. The Draft Investigation Report shall contain:
 - a summary of the relevant facts;
 - a determination as to whether the acts in question constitute Harassment as defined in this policy;
 - if the act(s) constitute Harassment, recommendations for resolution which may include disciplinary action against the Respondent;
 - if the act(s) do not constitute Harassment, recommendations to dismiss the Complaint.
23. When recommending disciplinary action against the Respondent, the Investigation Officer shall consider factors such as:
 - the nature of the Harassment;
 - whether the Harassment involved any physical contact;
 - whether the Harassment was an isolated incident or part of an ongoing pattern;
 - the nature of the relationship between the Complainant and the Respondent;
 - the ages and mental abilities of the Complainant and/or Respondent;
 - whether the Respondent had been involved in previous Harassment complaints;
 - whether the Respondent retaliated against the Complainant.
24. In addition to recommendations for discipline against the Complainant or the Respondent, the Investigation Officer may recommend any other measures he/she considers appropriate in the circumstances. Such recommendations shall be made in writing and will be supported by reasons.
25. Upon completion of the Draft Investigation Report:
 - the Investigation Officer shall provide the Complainant, the Respondent and the Harassment Advisor with a copy of the Draft Investigation Report; after which
 - the Complainant shall have seven (7) days from receipt of the Draft Investigation Report to provide the Investigation Officer with any written comments with respect to the Draft Investigation Report (the "Complainant's Response"); after which
 - the Investigation Officer shall provide the Respondent with a copy of the Complainant's Response, if any; after which
 - the Respondent shall have seven (7) days from receipt of the Complainant's Response to provide the Investigation Officer with any written comments with respect to the Draft Investigation Report (the "Respondent's Response"); after which
 - the Investigation Officer shall provide the Complainant with a copy of the Respondent's Response, if any; after which
 - the Complainant shall have seven (7) days of receipt of the Respondent's Response to provide the Investigation Officer with a reply to the Respondent's Response, if any.

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26. After receiving Responses and replies from the Complainant and the Respondent and conducting such follow-up investigation as necessary, the Investigation Officer shall finalize the Investigation Report and forward a copy of the final Investigation Report (the “Final Investigation Report”) to the Harassment Advisor. The Harassment Advisor shall distribute copies of the Final Investigation Report to the Complainant, the Respondent, and the Chair of the Discipline Committee.
27. The Discipline Committee shall consider the Final Investigation Report and make a determination as to whether the Respondent committed acts of Harassment pursuant to this policy.
 - If the Discipline Committee determines that the Respondent committed Harassment, it shall recommend to the Curl BC Board of Governors such resolution or disciplinary action to be taken against the Respondent as is appropriate in the circumstances.
 - If the Discipline Committee determines that the Respondent did not commit acts of Harassment, it shall dismiss the Complaint.
28. When recommending disciplinary action, the Discipline Committee shall consider the factors referred to in Section 23, and may recommend such action as it considers appropriate under the circumstances which may include, by is not limited to:
 - no action;
 - a verbal apology;
 - a written apology;
 - a letter of reprimand from Curl BC;
 - referral to counseling;
 - sensitivity training in Harassment issues;
 - removal of certain privileges of membership or employment;
 - demotion or pay cut;
 - temporary suspension with or without pay;
 - termination of employment;
 - expulsion from membership.
29. The Discipline Committee may recommend any other measures it considers appropriate in the circumstances. Such recommendations shall be made in writing and supported by reasons.
30. The Discipline Committee shall, not more than fourteen (14) days after it makes its decision and recommendation, send a copy of its decision to the Complainant, the Respondent, the CEO (or Curl BC’s Board Chair if the Complaint concerns the CEO), the Board Chair, the Investigation Officer and the Harassment Coordinator.
31. After completion of its duties, the Discipline Committee shall turn over to Curl BC all copies of the Final Investigation Report and other materials related to the Complaint.
32. In making findings of fact relating to whether Harassment has occurred, the Discipline Committee will use a standard of proof being a balance of probabilities.
33. If the Respondent withdraws from the Complaint process or chooses not to participate in the process, the process (including an appeal) may proceed based solely on the Complainant’s testimony and supporting evidence and disciplinary measures may be imposed on the Respondent in his or her absence.
34. If the Complainant withdraws from the process or chooses not to participate in the process, the process (including an appeal) may either
 - be dismissed; or

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- proceed based solely on the Respondent's testimony and supporting evidence in which case disciplinary measures may be imposed on the Complainant in the Complainant's absence.
35. The Board of Governors may suspend a Respondent from membership in Curl BC without notice for failure or refusal to comply with any disciplinary action determined under this policy.
 36. Notwithstanding the procedures set out in this policy, any employee, governor, officer, volunteer, coach, athlete, participant, official, or person under an employment contract with Curl BC who has been charged with one or more criminal offenses that constitute Harassment under this policy may be temporarily suspended from his or her relationship with Curl BC or from participating in any Curl BC activities until further notice, whether or not a Complaint has been received or an investigation has been completed pursuant to this policy.
 37. Notwithstanding the procedures set out in this policy, any employee, governor, officer, volunteer, coach, athlete, participant, official, or person under an employment contract with Curl BC who, while in that capacity, is convicted of one or more criminal offenses involving conduct that constitutes Harassment under this policy shall be automatically suspended from participating in any and all activities of Curl BC for an appropriate length of time determined by the Board of Directors having regard to:
 - the seriousness of the incident(s); and
 - the length of sentence imposed in the criminal proceeding, if any.

Appeals

1. A Complainant or Respondent who wishes to appeal the decision of the Discipline Committee may initiate an appeal following the procedure defined in Curl BC Appeals Policy.

Representation by Responsible Adults

1. If the Complainant is a minor, or someone otherwise unable to speak for himself or herself, the Complaint may be brought forward by a "Responsible Adult". The Responsible Adult will have the right to act on behalf of the Complainant throughout the complaint process, including
 - making a Complaint
 - receiving all notices on behalf of the Complainant
 - being present at all dealings with the Complainant
2. If the Respondent is a minor, or someone otherwise unable to speak for himself or herself, the following shall apply:
 - If the Harassment Advisor is attempting an informal resolution of a complaint, the Harassment Advisor may speak to the Respondent directly concerning the Complaint, provided that prior to speaking to the Respondent, the Harassment Advisor shall have informed the Respondent that he/she may have a Responsible Adult present during the meeting.
 - If the Complaint is referred to an Investigation Officer for investigation:
 - a copy of the Complainant's Statement shall be forwarded to a parent or guardian of the Respondent if such person is known
 - the Respondent shall be advised that he/she has the right to be represented by a Responsible Adult
 - the Respondent's designated Responsible adult will have the right to act on behalf of the Respondent throughout the investigation process, including
 - responding to the Complainant's statement
 - assisting the Respondent to prepare a Respondent's Statement

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- receiving all notices on behalf of the Respondent
- being present at all dealings with the Respondent

Records

1. The CEO shall be responsible for ensuring that all records required to be kept under this policy, including the Harassment Advisor's reports are kept in confidence.
2. Where a Complaint is resolved informally without investigation:
 - the Harassment Advisor shall provide the CEO with a confidential written record of the Complaint and details of the informal resolution;
 - no reference to the incident shall be recorded in Curl BC's records relating to the Respondent.
3. All Harassment Advisors shall have access to the confidential written record and the Final Investigation Report(s) for the purposes of carrying out the duties of a Harassment Advisor under this policy.
4. If the Complaint is not resolved informally and the Complaint is referred to an Investigation Officer for investigation, a copy of the Complainant's Statement relating to the Respondent shall be placed in Curl BC's confidential records at the time the Complainant's Statement is forwarded to the Investigation Officer.
5. Where an Investigation Report results in a finding of Harassment, the outcome of the investigation and any decisions of the Discipline Committee relating to the Respondent shall be recorded in Curl BC's confidential records. The records shall include copies of the Complaint, the Investigation Report, the Discipline Committee report and, if applicable, the Appeal Panel's decision.
6. Where an investigation results in a finding that the Complaint is not substantiated, all records of the Complaint relating to the Respondent shall be removed from Curl BC's records.

Review

1. This policy shall be reviewed by Curl BC's Governance and Strategic Planning Committee as deemed necessary by its chair but no less frequently than every 3 years.

Suggested Guidelines for the Prevention of Harassment

1. Include information on abuse and harassment as part of orientation to new members and volunteers including the current Harassment policy and Safe Sport materials. Sample educational materials are available through Curl BC, viaSport, and the Coaches Association of Canada.
2. Include compliance with policy as part of membership and employment eligibility.
3. Support and distribute information concerning educational workshops/seminars explaining the policy and process as part of annual meetings, volunteer training, athlete camps and/or wherever else it is deemed appropriate.
4. Actively participate in a recognized educational module on volunteer/staff screening.

Board Policies

Board Governance Process

BG-20: Whistleblowing Policy

The purpose of this Whistleblowing Policy is to encourage and enable Curl BC participants and members of the public to report questionable activity concerning financial or operational matters, pertaining to Curl BC, without fear of reprisal.

Participants have a duty to report any activity which:

- They believe contravenes the law;
- Represents a real or apparent conflict of interest or a breach of a Curl BC policy, including the ethics policy or the policy and guidelines on discrimination and harassment;
- Represents a misuse of Curl BC's funds or assets; or
- Represents a danger to public health, safety, and/ or the environment.

This policy provides direction regarding the process for reporting questionable activity and the treatment of such reports.

Rationale

Curl BC is committed to maintaining a high standard of public trust and confidence from its stakeholders. As a result, Curl BC requires the observation of high standards of business and personal ethics in the conduct of the duties and responsibilities.

All Curl BC participants have an obligation to report questionable activity regarding financial or operational matters, including violations of federal or provincial law, and violations of Curl BC's policies.

Applicability

This Whistleblowing Policy applies to all Curl BC participants at all times, during the course of their work in sport and also during other activities where their conduct may affect the work and sport environment, whether that be at Curl BC offices, at meetings of Curl BC or other entities at Games or at any other location, whether in BC or out-of-province.

Curl BC participants include all persons engaged in any paid or volunteer capacity with Curl BC or otherwise under the jurisdiction of Curl BC. Without limiting the reach of this policy, Curl BC participants include:

1. Curl BC Governors, officers, members and volunteers;
2. Curl BC employees and persons under contract with Curl BC;
3. All athletes eligible for nomination to, or forming part of, any team participating in curling competitions over which Curl BC has jurisdiction; and
4. All persons working with those teams or athletes, including coaches, medical and paramedical personnel, sport association representatives, and other support persons.

The Whistleblowers

Concerns should be reported using Curl BC's prescribed procedures for filing reports, though written reports in other forms are permitted. Curl BC may also initiate a written report on behalf of an anonymous Whistleblower when warranted.

It is the policy of the Curl BC:

1. To treat all reported incidents in a confidential manner and with due care to the extent possible,

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consistent with the need to conduct an adequate investigation. A Whistleblower may provide a report anonymously. Curl BC will make its best efforts to protect the identity of a Whistleblower;

2. That all parties to an investigation will be treated fairly.

Reprisals

It is the policy of Curl BC that any person who reports a concern in good faith will not be subject to reprisal or other adverse consequences as a result of submitting a report.

Any Curl BC participant who retaliates against someone who has reported a concern in good faith will be subject to sanctions. Any participant who is found to be in violation of this policy (e.g. harassment of the Whistleblower) shall be sanctioned.

Any Curl BC participant who has reasonable grounds to believe that a reprisal has been taken against him or her may file a complaint under Curl BC's Harassment Policy and the complaint will be investigated as if the alleged reprisal was a breach of that policy.

None of the protections afforded to a Whistleblower under this policy shall apply to protect a person who intentionally makes false accusations. Curl BC may sanction a participant in such circumstances.

Procedure

A concern can be reported in confidence using Curl BC's online Whistleblower Reporting Procedure

The Whistleblower report will be sent to the CEO for review and assessment (or to the Board Chair if the report pertains to the CEO).

A Whistleblower report which raises a potential breach pertaining to Curl BC's Harassment Policy will be dealt with in accordance with that Policy.

The CEO will have the authority to retain outside counsel, accountants, investigators and other resources deemed necessary to conduct a full and complete investigation of the concern.

The CEO may also refer a matter to a more appropriate authority (for example: WADA, RCMP, local police).

If wrongdoing is found, appropriate remedial actions will be taken and/or sanctions imposed.

Except when a report is anonymous, the Whistleblower will be advised once the review and/or investigation of a matter has been completed, and if warranted may be provided information about the outcome.

In any year in which a concern has been reported, the CEO will be advised. The CEO will exercise his or her judgment as to whether the Board Chair, needs to be advised. The CEO will advise the Board Chair on a monthly, bi-annual or annual basis as to how many complaints were received, and if any were founded.

Questions relating to this Whistleblowing Policy should be directed to the CEO.

The Whistleblower Reporting Procedure

Curl BC will treat all disclosures in a confidential and sensitive manner. The process has been designed to protect your identity when communicating your concern. This Whistleblower Form allows you the opportunity to provide your name and contact information in confidence as this information may assist us in investigating your concern. Should you not wish to provide your name, reported incidents will still be accepted and investigated if sufficient documentation and evidence is provided to substantiate the claim.

Instructions

Please provide as much detail as possible in either an email or a separate document:

1. Please describe the nature of your concern. Include sufficient information for an independent person to understand the concern and to enable further investigation.
2. Please provide details with respect to the location and/or date of the incident (e.g. region, event, specific location, department, etc.) and how you became aware of it.
3. Please state the full name, title and role of each individual whom you suspect of wrongdoing.
4. How many times has this incident taken place (if applicable)?
5. How long has this incident been taking place (if applicable)?
6. Would you be willing to provide your name and contact information?

No. We may not be able to follow up with you.

Yes. If yes, please provide your name, email, and telephone number for follow up purposes.

Please note: This is optional however, as stated in the Curl BC Whistleblower policy, your identity will be kept confidential to the extent possible and treated with due care, consistent with the need to conduct an adequate investigation.

Please return your completed concern, in confidence, to the CEO or if the matter involves the CEO, to the Board Chair.

Board Policies

Board Governance Process

BG-21: Equity and Access Policy

This policy recognizes that diversity is a source of strength and establishes that opportunities to participate in and lead our organization will be provided in a manner that respects the principles of equity and access.

Curl BC is committed to a sport and work environment that provides equitable opportunities and access, and treats all individuals with respect and fairness.

Equity is an organizational value strived for in all aspects of Curl BC. Equity refers to the belief and the practice of treating persons in ways that are fair, equal and just, regardless of their gender, race, ancestry, place of origin, color, citizenship, creed, sexual orientation, physical or mental disability, age, marital status or family status.

Equity does not necessarily mean that every person must be treated exactly the same and it does not require that females and males participate in the same activities. In order to be treated fairly, people may need to be treated differently, including having activities of their own choice provided and administered in a fair and unbiased environment.

Access refers to the design and implementation of programs and services available to everyone who is entitled to them, free of any form of inequity, or any barrier that violates the concepts of fairness and natural justice. Curl BC endeavors to support, encourage and ease participation of under-represented populations in all facets of curling (including but not limited to competition, administration, coaching, officiating and volunteering).

Curl BC is committed to equal opportunity in employment and all employment related decisions. Curl BC respects the principles of pay equity in relation to paid employees, thereby having equal pay for equal work by either gender. Curl BC is committed to practice family-friendly work practices such as flex-time, harassment policies, pay equity and non-discriminatory interview techniques.

As a Provincial Sport Organization, Curl BC shall work pro-actively with provincial and national agencies to identify and eliminate barriers facing women and minorities in sport.

Curl BC will not solicit nor accept sponsorship from companies that discriminate against identified groups.

Any athlete, employee, volunteer, official, board member, parent, committee member, or applicant for employment may appeal any decision of Curl BC if, in his/her belief, that decision does not reflect the principles of equity and access. This appeal is to be reported to the Board Chair, Harassment Officer or the CEO of Curl BC and will follow the Appeals Procedure established by the Curl BC Appeals policy.

This Equity and Access Policy is consistent with and complements the Curl BC Harassment Policy.

Board Policies

Board Governance Process

BG-22: Curling Canada Event Sanctioning Policy

The Board of Curl BC has developed the following policy in order to permit Curl BC to more fully represent the economic scope of curling in BC and thus better position the sport to receive additional government and corporate support. This policy will strengthen the economic ties between Curl BC and a potential host committee so that both organizations are motivated to produce as financially successful an event as possible.

1. To receive sanctioning from Curl BC, a potential host committee must make a request to Curl BC, outlining the year and the name of the national or international event they wish to host.
2. Curl BC's Board of Directors will approve the sanction based on the understanding that the host committee, if awarded the event, agrees to pay a 15% sanction fee (of net post-event revenue) to Curl BC. This will not apply to Active for Life Championships such as the Canadian Senior Championships.
3. Once Curl BC has received confirmation in writing from the potential host committee agreeing to the sanction fee, Curl BC will provide Curling Canada with an official sanction letter.

For Curling Canada Events:

1. Curling Canada will allocate 1.5% of net ticket revenue to Curl BC (the Host Committee will receive 8.5%).
2. Curling Canada will advise the host committee that it must allocate 15% of the net revenue from the event's 50/50 draws to Curl BC (the Host Committee will receive 85%).
3. Curling Canada will provide Curl BC with a financial summary from the event to assist with demonstrating the economic scope of curling in BC each year. This is all in addition to Curling Canada providing Curl BC with 10% of Curling Canada's share of the net profit from the event if a net profit is generated.
4. Any changes in funding after approval must be negotiated with the CEO and may affect the sanctioning agreement.

Board Policies

Board Governance Process

BG-23: Provincial Championship Liaison Responsibilities

Designated Championship Events

- Club Challenge Men's and Women's
- Men's
- Women's
- Junior (U21) Men's & Women's
- Mixed
- Senior (50+) Men's & Women's
- Master (60+) Men's & Women's
- Wheelchair
- U18 Boys' & Girls'
- U15 Boys' & Girls'
- Mixed Doubles
- Stick Curling Open and Women's

Liaison Responsibilities

- Represent the Board and to support the authority of the Event Manager and Chief Umpire.
- Attend the Opening Ceremonies and banquet.
- May attend the Finals and Closing Ceremonies, depending on costs.
- Meet with the Chair of the event and local dignitaries to promote curling and the local centre.
- If available, attend Team Briefing in conjunction with Chief Umpire and Event Manager.
- Speak at Ceremonies as requested.
- Ensure Curl BC Sponsors are taken care of as required.
- Present event hosting Plaque to the Host Club.

Board Policies

Board Governance Process

BG-24: Ad Hoc Committees' Terms of Reference

Curl BC Ad Hoc Committee Name

Background

- information on why the committee is being created

Objective

- *list the objectives the committee will accomplish*

Authority/Limits of the Committee

- In accordance with Curl BC governance policies, in particular BG-12: Board Committee Principles.
- list any additional authority or limits for the committee

Duration/Timelines

- list the expected duration and detailed timelines of the committee

Composition

- Chair of the Curl BC Board of Governors (ex-officio)
- **xx** Governors or Staff
- A member of the Curl BC Board of Governors will Chair this Committee
- list any additional composition

Budget Required

- The work of this committee will be done by teleconference calls or by electronic means
- list any additional costs/reimbursement required

Reporting Requirements

- any reporting requirements

Support

- The CEO will make available staff resources to the committee as needed to complete its mandate including but not limited to *list staff/contractors required*
- *list any additional support required*

Note: Items in standard font are to remain for each committee as the standard and items in bold italics are to be replaced with appropriate information required for the Ad Hoc Committee.

Board Policies

Board Governance Process

BG-25: Governor Code of Conduct Violations Procedures

In the event that a Governor is alleged to have violated the Code of Conduct the matter will be referred to the Executive Committee for action.

- a. Receive complaints of a Governor's breach of the Code of Conduct
 - b. Notify the respondent Governor in writing and ask him/her to present their views of the alleged breach at the next Board meeting.
 - c. Introduce the agenda item at the next Board meeting.
 - d. Prepare any follow-up documents.
 - e. Ensure actions taken by the Board in response to complaints are deposited with the Curl BC office for future reference.
1. At the Board meeting where the alleged violation of the Code of Conduct is discussed, the complaining party must be identified. If the complaining party is also a Governor, he/she and the respondent Governor shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Board. Governors who are found to have violated the Code of Conduct may be subject to:
- a. Verbal reprimand
 - b. Written reprimand
 - c. Removal from Board-appointed representative roles or Committees
 - d. Reference by name in the minutes of the meeting discussing the non-compliance.
 - e. Requirement to take action to redress the non-compliance, e.g., issue of a letter of apology or public statement.
 - f. Issue of notice to Member Facilities of the non-compliance by the Governor and the subsequent Board decision.
 - g. Motion by the Board of Governors to a Special General Meeting for removal of the Governor.

Board Policies

Board CEO Linkage

BCL-Global: General Board - CEO Linkage

The Board has only one employee, the Chief Executive Officer.

Board Policies

Board CEO Linkage

BCL-1: Delegation to the CEO

As far as the Board is concerned all responsibility and authority for Curl BC is delegated through the CEO.

1. The Board shall direct the CEO to achieve defined results, for defined recipients, at a defined cost, through the establishment of Ends Policies.
2. The Board shall limit the latitude the CEO may exercise in practices, methods, conduct and other “means” through the establishment of Executive Limitations policies.
3. As long as the CEO uses any reasonable interpretation of the Board’s Ends and Executive Limitations policies, he/she is authorized and required to establish all further policies, make all decisions, take all actions and develop all activities.
4. The Board may change its Ends and Executive Limitation policies, thereby shifting the boundary between Board and CEO domains. By so doing, the Board changes the latitude of choice given to the CEO, but so long as any particular policy is in place, the Board and its Governors shall respect and support the CEO’s choices. This does not prevent the Board from obtaining information from the CEO about delegated areas.
5. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the CEO.

Board Policies

Board CEO Linkage

BCL-2: Accountability of the CEO

1. Only decisions or instructions of the Board acting as a body are binding on the CEO except in instances when the Board has specifically authorized such exercise of authority through policy or motion. Decisions are motions recorded in the Minutes of Board meetings.
2. In the case of Governors or Committees requesting information or assistance, the CEO in consultation with the Board Chair, can refuse such requests that require, in the CEO's judgment, a material amount of staff time or funds, or are disruptive.
3. The CEO is the Board's only link to operational achievement and conduct so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO. Accordingly, the Board or a Governor shall never give instructions to persons who report directly or indirectly to the CEO.
4. The Board shall refrain from evaluating, either formally or informally, any staff other than the CEO.
5. Curl BC shall fund the expenses of the CEO to undertake the business of Curl BC within the terms and conditions of Curl BC Bylaws and the Policy Registry. All claims and expense incurred in execution of that business shall be vetted by the Chair of the Finance and Audit Committee or the Board Chair within 60 days of the expense being incurred.

Board Policies

Board CEO Linkage

BCL-3: CEO Job Description

As the Board's single official link to the operating organization, the CEO's performance is considered synonymous with Curl BC's performance as a whole.

Consequently, the CEO's job description is performance in only two areas:

1. Curl BC's accomplishment of the provisions of Board Ends policies.
2. Curl BC's operations within the boundaries of prudence and ethics established in Board policies on Executive Limitations.

Board Policies

Board CEO Linkage

BCL-4: Delegation to the CEO

The Board believes that monitoring CEO performance is synonymous with monitoring Curl BC's performance against Board Ends and Executive Limitations (EL) policies. Any evaluation of the CEO's performance, formal or informal, shall be derived only from these monitoring data.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled.
2. Regular monitoring is through the regular "in camera" session at the Board meeting and shall be restricted to issues raised by a Governor to the Board Chair, 7 days prior to the meeting. The 7-day notice is intended to provide the Board Chair with the time to seek facts and explanations from the CEO. Board members are encouraged to seek clarification and resolution of issues with the CEO prior to submitting them to the Board Chair. The Executive Committee is responsible for follow up with the CEO after any Board discussion.
3. Annual monitoring will use existing structures and committees to obtain information.
 - a. The CEO shall present the Curl BC annual report to the Board for discussion at the Spring meeting along with a performance analysis comparing plans with accomplishments.
 - b. Review of compliance to Executive Limitations shall be annually prior to the Spring Board meeting as follows:
 - The Finance Committee shall review compliance to EL-1 to EL-4 and submit its findings to the Executive Committee.
 - The Executive Committee shall review compliance to EL-5 to EL-12.

Board Policies

Board CEO Linkage

BCL-5: CEO Annual Performance Appraisal

The CEO Performance & Compensation Committee (CPCC) shall conduct an annual formal evaluation of the CEO, based on the achievement of the Board's Ends policies and compliance within Executive Limitations. This formal evaluation shall be conducted as a summary evaluation of the prior year's regular monitoring data.

1. In concert with the CEO, the Board shall determine at its spring meeting the schedule and process of completing the summary written evaluation of the CEO with a completion date by 31 July.
2. The CEO Performance & Compensation Committee shall prepare a summary of any compliance issues with respect to the Executive Limitations.
3. Following the spring Board meeting, the CEO Performance & Compensation Committee shall summarize the Board's evaluation of the Annual Report and provide it along with output from #2 above to the CEO for comment.
4. The CEO and the CEO Performance and Compliance Committee shall jointly develop the final CEO appraisal document.

Board Policies

Ends

E-Global: Global End

Global End

Active, fun and social, the Curl BC community promotes, develops and supports curling throughout British Columbia.

Curl BC Vision

Curling is an integral part of the lifestyle, culture and heritage of British Columbia.

Curl BC Core Values

Family

We are a community of individuals that acts like a family that is connected and passionate about the sport of curling.

Excellence

We are committed to meeting or exceeding the highest standards at all times.

Commitment

We align both personal and corporate goals to enable a commitment to succeed so that the organization will be successful for all.

Integrity

We act in a fair, consistent and forthright manner which enables honorable delivery of our programs and services.

Respect

We show respect by collaborating, communicating and cooperating with all of our members, partners and stakeholders.

Transparency

We act in an open manner.

Board Policies

Ends

E-1: Level 1 Ends

Global End

Active, fun and social, the Curl BC community promotes, develops and supports curling throughout British Columbia.

E1 Member Engagement

Curl BC serves as an advocate for the curling industry in BC, working with its members to act as a collective by sharing best practices, support services and educational programming.

E2 Partnerships

All levels of government, business and the media – along with other like-minded community organizations – embrace curling as an important part of the BC community.

E3 Participation

Curl BC collaborates with member curling centres to develop and grow curling as a Sport for Life.

E4 Performance

Guided in their pursuit of the podium pathway by Curl BC regional and provincial programming, committed performance curlers will realize their full potential and thereby help inspire the next generation of curlers.

Board Policies

Executive Limitations

EL-Global: General Executive Limitations

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance that is imprudent, unethical or in violation of commonly accepted business standards or operate outside the defined Federal/Provincial/Territorial Laws.

The CEO shall not significantly alter the established direction of Curl BC prior to Board approval of Ends.

Board Policies

Executive Limitations

EL-1: Financial Conditions and Activities

Level 1 Statement

With respect to Financial Conditions and Activities, the CEO shall not cause, or allow the development of, fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Board Policies or in other specifically identified Board policy related Directives.

Level 2 Statements

Accordingly, the CEO shall not:

1. Expend more than 2.5% of the annual operating funds in the Curl BC operating budget than have been received (including accounts receivable) in the fiscal year.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within the fiscal year end.
3. Borrow in excess of \$25,000 without obtaining Board approval.
4. Use restricted contributions for any purpose (other than that designated by the contributor) that may jeopardize receipt of committed contributions.
5. Operate without obtaining Board approval before signing any new multi-year agreement with a value greater than \$25,000 cash per year or 2 percent of the total budget - whichever is lower.
6. Operate without making a list available to the Executive of all agreements (other than staff contracts) with an annual cash and/or in kind value in excess of \$10,000.
7. Cause Curl BC to be late or otherwise not in compliance with government required reporting, tax payments or filings.
8. Operate without providing the Board (through the Finance and Audit Committee) a timely monthly financial report.
9. Utilize or distribute retained assets from any unrestricted fund in a way that is not in accordance with the approved policy relating directly to these funds or that violates any other of the financial executive limitations.

Board Policies

Executive Limitations

EL-2: Business and Financial Planning

Level 1 Statement

With respect to Business and Financial Planning, the CEO shall not cause or allow budgeting for any fiscal year, or the remaining part of any fiscal year, that is not consistent with generally accepted accounting practices, and shall not deviate materially from the Board-stated Ends priorities or risk fiscal jeopardy.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate the affairs of Curl BC without a multi-year business plan and annual budget that demonstrates progress towards achieving the Board's Ends. The annual Board approved business plan and budget shall evaluate the programs and activities of the previous fiscal year.
2. Cause or allow budgeting that:
 - a. Includes the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
 - b. Does not include planned capital expenditures for the year and anticipated funding of capital acquisitions.
 - c. Does not include an allocation of funds to the Operating Reserve Fund ("125 Legacy Fund") and other approved unrestricted or restricted funds at a level approved by the Board.
3. Present a business plan (consistent with progress towards Ends) and budget to the Finance and Audit Committee without allowing adequate time to assess compliance with EL-1 to EL-3.

Board Policies

Executive Limitations

EL-3: Asset Protection

Level 1 Statement

With respect to Asset Protection, the CEO shall not allow the tangible and intangible assets of Curl BC to be unprotected, inadequately maintained or unnecessarily risked.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without an ongoing assessment of risk and where deemed appropriate without acquiring the required property, a minimum of \$5,000,000 liability and cancellation insurance to adequately protect Curl BC's assets and purposes.
2. Operate without maintaining an inventory of significant Curl BC capital property as necessary for insurance purposes.
3. Operate without a minimum of \$2,000,000 in Directors and Officers liability coverage insurance and general liability coverage for staff and volunteers.
4. Operate without adequate protection of intellectual property, proprietary material or content, information and files from loss or significant damage.
5. Cause or allow decisions, actions or circumstances, which unnecessarily expose Curl BC, its Board or its staff and volunteers to claims of liability.
6. Invest Curl BC's liquid and operating capital in anything other than Canadian Deposit Insurance Corporation (CDIC) insured accounts.
7. Acquire unbudgeted capital assets in excess of \$5,000 in any given fiscal year without prior Board approval of the priority and amount.
8. Operate the Operating Reserve Fund (ORF) without adhering to the Operating Reserve Policy outlined in [Appendix 1 \(Curl BC Operating Reserve Policy\)](#).

Board Policies

Executive Limitations

EL-4: Compensation and Benefits

Level 1 Statement

With respect to employment, compensation and benefits for employees, contractors and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity.

Level 2 Statements

Accordingly, the CEO shall not:

1. Change the CEO's own compensation and benefits.
2. Operate without periodic review with oversight by the Finance and Audit Committee to ensure that the compensation program falls within a reasonable range of competitive practices for comparable positions among similarly situated organizations. The CEO shall not operate outside the following Board-approved salary grid. The total for Regional Coaches is dependent on assured funding.

Position	2016		2017		2018		2019		2020	
	Low	High	Low	High	Low	High	Low	High	Low	High
Executive Director / CEO	71,100	99,600	71,800	100,600	72,500	101,600	73,250	102,600	74,000	103,650
Technical Directors/ Provincial Coaches	49,200	69,000	49,700	69,700	50,200	70,400	50,700	71,100	51,200	71,800
Program Managers	46,000	61,200	46,450	61,800	46,900	62,400	47,350	63,000	47,800	63,650
Program Coordinators	38,300	49,200	38,700	49,700	39,100	50,200	39,500	50,700	39,900	51,200
Administrative Assistants	35,000	43,000	35,350	43,450	35,700	43,900	36,050	44,350	36,400	44,800

3. Upgrade a position from Assistant to Coordinator, Coordinator to Manager or Manager to Director without informing the Finance and Audit Committee. Further, the CEO shall not cause the annual salary of a full-time staff member to increase by more than 5% per annum without the approval of the Finance and Audit Committee.
4. Create new full-time permanent employee positions without the approval of the Finance and Audit Committee.
5. Operate without a comprehensive benefit program available to all full time staff and all full time contract personnel with a minimum of a one year contract to begin following a three month probationary period that includes the following benefits:
 - the Sport BC benefit package with plan premiums matched for eligible employees based on the following schedule:
 - three months after hire - premium costs 50% employer paid/50% employee paid;
 - after three years service - premium costs 75% employer paid/25% employee paid;
 - after five years service - premium costs 100% employer paid.

Board Policies

- An optional RSP contribution plan for eligible employees with contributions matched on the following schedule:
 - three months after hire - contributions may be made but no employer matching;
 - after three years service - employer will match contributions to a maximum of 3% of annual salary;
 - after five years service - employer will match contributions to a maximum of 5% of annual salary.
 - an annual non-accumulating sick time benefit to eligible employees consisting of eight (8) sick days per fiscal year.
 - an annual vacation benefit to eligible employees that meets or exceeds the BC Employment standards by providing:
 - a. at hire - three weeks annual vacation pro-rated for months of service;
 - b. after 5 years service - four weeks annual vacation pro-rated for months of service;
 - c. after 10 years service - five weeks annual vacation pro-rated for months of service
 - equipment use, staff parking, travel expenses, memberships and training at the discretion of the CEO in compliance with fiscal policies and regulatory reporting and taxation requirements.
 - the CEO's vacation benefits and Sport BC benefit plan employer contribution levels shall be separately negotiated within the CEO employment contract but in no case shall be less than those defined for other staff.
6. Provide honorariums and expenses for volunteers serving in the following capacities in excess of the amount approved by the Board:
- Chief Umpires at all provincial championships may be given an honorarium of up to \$200 plus accommodation, mileage and per diem expenses at the rate approved for Board members;
 - Provincial Head Statistician or the Head Statistician may receive accommodation, mileage and per diem expenses at the approved rate for Board members while at required events and may be given an honorarium of up to \$200 when acting as the Head Statistician at televised provincial championships;
 - Under special circumstances, the CEO has the authority to make an exception to these guidelines.
7. Provide honorariums and/or expenses for Ice Technicians serving in the following capacities in excess of the amount approved by the Board:
- If Curl BC appoints Ice Technicians for televised provincial championships:
 - The Head Ice Technician, if not normally employed by the host club, may receive up to \$300 per day including three days prior to the event for ice installation if the event is held in an arena and two days prior to the event for ice preparation if the event is held in the host curling centre;
 - The Head Ice Technician, if normally employed by the host club, may receive up to \$150 per day if the event is held in an arena and no reimbursement if the event is held in the host club;
 - The Assistant Ice Technician, if not normally employed by the host club, may receive up to \$100 per day including three days prior to the event for ice installation if the event is held in an arena and two days prior to the event for ice preparation if the event is held in the host curling centre.
 - If a host club requests the services of an ice technician not employed by the host club for a non-televised provincial championship, the CEO shall appoint and subsidize the provision of this ice

Board Policies

technician at a cost not to exceed \$1,800, depending on the requirements, to assist with ice and rocks prior to and during the competition.

- Under special circumstances, the CEO has the authority to make an exception to these guidelines.

Board Policies

Executive Limitations

EL-5: Staff, Contractors and Volunteers

Level 1 Statement

With respect to treatment of staff, contractors and volunteers, the CEO shall not cause or allow conditions, procedures or decisions, which are unsafe, unfair, undignified or disrespectful.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without documented written human resources practices and procedures.
2. Prevent staff from grieving to the Board when internal procedures have been exhausted.
3. Discriminate or allow discrimination against a staff member or volunteer for non-disruptive expression of dissent.
4. Operate without documented volunteer job descriptions and volunteer screening procedures.
5. Subject to any necessary restructuring or reassignment of positions, fill an existing position or create a new temporary position without posting the vacancy on the Curl BC web site and communicating the vacancy to all Curl BC Board members.

Board Policies

Executive Limitations

EL-6: Treatment of Sponsors, Partners and Participants

Level 1 Statement

With respect to treatment of sponsors, partners and participants the CEO shall not cause or allow conditions, procedures or decisions that are unsafe, unfair, disrespectful, undignified or unnecessarily intrusive.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without ongoing consultation with sponsors, partners and participants.
2. Restrict access to information appropriate to the requesting sponsor, partner or participant.
3. Allow sponsors, partners and participants to be uninformed of their responsibilities and Curl BC's expectations of their behaviour when participating in Curl BC programs or events.

Board Policies

Executive Limitations

EL-7: Communications and Support to the Board

Level 1 Statement

With respect to communication and support to the board, the CEO shall not cause or allow conditions, procedures or decisions that are uninformed, inaccurate or untimely.

Level 2 Statements

Accordingly, the CEO shall not:

1. Neglect to submit pertinent information.
2. Allow the board to function without timely reports on emerging issues and updates on the status of the annual business plan and budget at each regular.
3. Allow any situation where the Board fails to receive Curl BC public announcements or communication.
4. Operate without providing mechanism(s) for official Board or Committee communications.
5. Allow any situation where the Board does not receive timely advance notice of actual or anticipated non-compliance with any Curl BC Board policy.
6. Allow administrative support provided for Board activities to be inadequate or unreasonable.

Board Policies

Executive Limitations

EL-8: Emergency CEO Succession

Level 1 Statement

With respect to CEO and Staff Succession, the CEO shall protect Curl BC and its Board of Governors from an unforeseen or sudden loss of such services.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without a contingency for the CEO's absence or incapacity.
2. Allow staff members to be uninformed of the issues and processes of the operation of Curl BC and the Board.
3. Allow the CEO to be the sole individual aware and knowledgeable on issues critical to the operation of Curl BC.

Board Policies

Executive Limitations

EL-9: Public image

Level 1 Statement

With respect to the Public Image, the CEO shall not cause or allow operational conditions, procedures, opinions or decisions that jeopardize the public image of Curl BC.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without communications and public relations operational procedures.
2. Permit the use of Curl BC resources to participate in or express an opinion about unrelated political, social or economic issues.
3. Permit any type of presentations that conveys or portrays information that is contrary to Board policy.
4. Authorize anyone other than the designated Governor to speak “on behalf of the board” unless the board delegates this responsibility to the CEO.

Board Policies

Executive Limitations

EL-10: Partnerships and Alliances

Level 1 Statement

With respect to the partnerships and alliances, the CEO shall not operate without encouraging corporate and public involvement in Curl BC's initiative, to help maximize efficiencies and effectiveness in the use of resources to better achieve the Board's Ends.

Level 2 Statements

Accordingly, the CEO shall not:

1. Operate without appropriate input from Member Curling Centres, Staff, Stakeholders and Volunteers when developing means for achieving the Board's Ends.
2. Operate without a plan to enhance partnerships and alliances.
3. Allow corporate sponsorship or partnerships with any organization whose principles, practices or products are inconsistent with the Board's Policies.
4. Allow acceptance of financial or other assistance from any manufacturer or wholesale distributor of substances prohibited by the World Anti-Doping Agency.

Board Policies

Executive Limitations

EL-11: Championships, Competitions and Events

Level 1 Statement

With respect to Championships, Competitions and Events, the CEO shall not cause or allow conditions, procedures or decisions that jeopardize the successful organization of Curl BC championships, competitions and events.

Level 2 Statements

Accordingly, the CEO shall not:

1. Start the year at the AGM without a Board-approved plan identifying the accepted or potential sites for the following BC Championships leading to Canadian Championships, and arrange qualifying events leading up to these championships:
 - Club Challenge Men's and Women's
 - Men's
 - Women's
 - Junior (U21) Men's & Women's
 - Mixed
 - Senior (50+) Men's & Women's
 - Master (60+) Men's & Women's
 - Wheelchair
 - U18 Boys' & Girls'
 - U15 Boys' & Girls'
 - Mixed Doubles
 - Stick Curling Open and Women's
2. Fail to function within the following principles:

Curl BC's competitive playdown process will be structured and operated in a manner that:

 - declares the best championship team possible
 - is fiscally responsible
 - respects the:
 - time and financial commitments of the participating curlers
 - time commitment of all volunteers
 - contribution and operational requirements of the host facility
 - goals and requirements of our funding partners and sponsors
 - contributes to the development of competitive teams, at the level that is appropriate to the athletes' stage of the Long Term Athlete Development model
 - encourages participation throughout the province whenever possible
 - adheres to rules and regulations of national and next level events
3. Announce a provincial championship site prior informing the Board.

Board Policies

Executive Limitations

EL-12: Disputes, Grievances and Appeals

Level 1 Statement

With respect to Disputes, Grievances and Appeals, the CEO shall not cause or allow conditions, procedures or decisions that disallow individuals from filing a grievance or appeal to the Board.

Level 2 Statements

Accordingly, the CEO shall not:

1. Let the Board be unaware of situations where, in the CEO's opinion, Board or Governor behaviour is detrimental to the working relationship between the Board and the CEO.
2. Operate without a grievance/appeal policy for volunteers, staff and contractors.

Board Policies

Appendix

A1: Operating Reserve Policy

Purpose:

1. The purpose of this Operating Reserve Policy for Curl BC is to build and maintain an adequate level of unrestricted net assets to support the organization in its regular operations in the following ways: to ensure there are funds available 24/7 365 to address all operating budget needs and, in particular, to address (avoid) cash flow issues.
2. to ensure availability of funds to address any unforeseen demands on annual operating budgets.
3. to provide a funding source for any identified “one time” non-recurring expenses that have the ability to build long term capacity, such as:
 - a. staff development,
 - b. research and development, and
 - c. investment in infrastructure or programming assets.
4. to provide a similar and reasonable source of community reserves that can be made available as a loan to member clubs to address emergent conditions, thereby helping to assure the ongoing financial health of the organization.

The operating reserves are not intended to replace a permanent loss of funds or to eliminate any ongoing budget gap. The association intends for the operating reserve level to be set but monitored for adequacy. Normally, any funds allocated from the reserves are to be replenished in a reasonable period of time to assure their security and consistency.

This Operating Reserve Policy is implemented in conjunction with the other financial policies of the organization and it is intended to support and strengthen the goals and strategies contained in those related policies, the operating plans, and the strategic planning of the Four Pillars.

Definitions

Operating Reserve Fund (ORF)

An **operating reserve** is an unrestricted **fund** set with a target balance that is separately accounted and available for use when an unbudgeted demand occurs. The ORF’s purpose is to stabilize an organization’s finances by providing immediate funding to address unexpected cash flow shortages, or expenses, and even to support special initiatives or projects that are consistent with an organization’s mandate and operating plans or policies.

Fund Assessment Calculation

A **fund assessment calculation** is any financial calculation that has been established to monitor or otherwise assess the performance or ongoing adequacy of a fund. Such a calculation may be for the purpose of setting or revising the target minimum fund balance.

Target Minimum

A **target minimum** for the fund is the level to be initially set and then reviewed annually to ensure fund adequacy in meeting the objectives of the organization and purpose of the fund stated in the operating reserve policy.

Accounting for Reserves

Board Policies

The ORF is to be recorded in the accounting system and financial statements. The OFR will be funded and available in cash or cash equivalents. Operating reserves will be maintained in a segregated bank account or investment fund, in accordance with investment policies or will be commingled with the general cash and investment accounts of the organization and so noted in the record and on the financial statements.

Funding of Reserves

The ORF is to be funded with surplus operating funds (whether those having been specially considered in the annual budget or not). The Board of Governors may, from time to time, direct that a specific source of revenue (one or more) be set aside and allocated to operating reserves. The calculations related to setting targets, monitoring, or maintaining adequacy of the reserve funding are to be conducted annually per policy. The target minimum balance for the Curl BC ORF is initially set at \$375,000 and based on the formula:

$$\text{ORF balance} = (\text{Current Annual Operating budget} \times 0.25) \text{ rounded up to nearest } \$25,000.$$

Demands on (proposal for usage of) Reserves

The Chief Executive Officer and/or the Chair of the Finance Committee will monitor and identify any need for access to reserve funds and will confirm that the proposed usage is consistent with the purpose of the reserves as described in this policy. Confirmation or validation of need requires awareness of the sufficiency of the current level of reserve funds and the availability of any other sources of funding before using reserves. Also, there must be a comparison to other anticipated proposals for usage and evaluation of the time period for which the funds will be required and replenished.

Authority to Use Operating Reserves

There are many reasonable approaches that may be taken to obtain “authority to use” operating reserves. Curl BC is using the following procedure:

1. Authority for use of operating reserves to address any normal operating budget cash flow issues that (in combination) amount to less than 25% of the annual budget is delegated to the Chief Executive Officer.
2. All other proposed usage (either that will create a combined normal operating budget cash flow demand beyond 25% of the operating budget or a proposed usage that is compliant with policy but unrelated to the normal operating budget) may be raised by the CEO, the Finance Committee or the Board as a whole, but all must be evaluated by the CEO in consultation with the Chair of the Finance Committee, confirmed to be compliant with policy, and reported (with decisions made) to the Board of Governors. In addition to a complete description of the proposed usage, with an analysis and rationale for the decision reached, the report to the Board must include the ORF replenishment plan.
3. If the replenishment plan will require more than 12 months to restore the ORF to its target level or if the request for usage will cause the total demand on the ORF to rise to a level greater than 50% of the target minimum balance of the fund, then prior approval of the planned usage is required from the Board of Governors.

Reporting and Monitoring

The CEO must monitor the ORF balance, ensure appropriate investment is in place, report on usage to the Finance Committee and/or the Board of Governors as dictated elsewhere in policy, and also provide a risk assessment on the ongoing adequacy of funding (the ORF year over year) at the mid-year point and after each yearend.

Relationship to Other Policies

Board Policies

The CEO will ensure that the Operating Reserve Policy is functioning as intended and in concert with the other Board-approved policies which contain provisions that interact with or otherwise affect the creation, sufficiency, or ongoing management of the ORF. Specifically, the other known approved policies are:

- Investment
- Risk Management
- Operating and Capital Budgeting
- Fund Development
- Other

Review of Policy

This policy will be reviewed by the organization's Finance Committee every three years at minimum, or sooner if warranted by internal or external events and conditions. The Finance Committee will report its findings to the Board of Governors on completion of any review. Should changes to the policy be considered necessary, the Finance Committee will include corresponding recommendations in the report to the Board of Governors. Accordingly, the Board of Governors will consider and, per policy, approve and make a decision to implement the change, or call for additional review and defer any change to policy. In the event of any change, all Board, Staff, Regional Representatives, and Member Club Managers will be advised of the change and provided an electronic link to the policy location.

Note: The Finance Committee is established by Curl BC's Board of Governors to recommend financial policies, strategies and budgets that support the mission, values, and the strategic plan of the organization. Its purpose, correspondingly then, is to monitor financial performance and provide information that will help the Board ensure provisions are in place to support ongoing financial health and integrity of the organization in pursuit of its mission.