



Curl BC

Policy Registry

Policy Registry – Board Policies

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Board Policies

A guide to the Board Policies

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*?

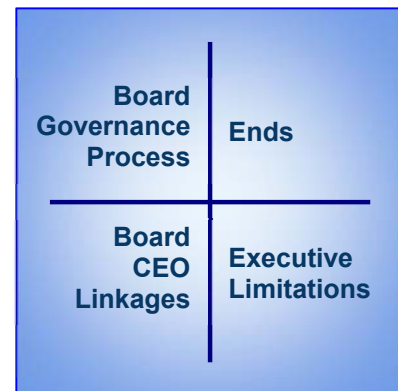
The Board Policy Registry is a record of all the policies that have been developed and approved by the Curl BC Board of Governors.

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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<p>How this applies to Curl BC:</p>	<p>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.</p>
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5. Defining and delegating rather than reacting and ratifying

<p>Principle:</p>	<p>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.</p>
<p>How this applies to Curl BC:</p>	<p>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.</p>

6. Determining Ends as key Board role

<p>Principle:</p>	<p>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.</p>
<p>How this applies to Curl BC:</p>	<p>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.</p>

7. Controlling staff means by limiting

<p>Principle:</p>	<p>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.</p>
<p>How this applies to Curl BC:</p>	<p>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.</p>

8. Designing Board products and process

<p>Principle:</p>	<p>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.</p>
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Policy Registry – Board Policies



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.

Policy Registry – Board Policies – Board Governance Process



Board Governance Process

BG-Global: General Board Governance Process – policy approved June 7, 2019

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.

BG-1: Governing Style – policy approved June 7, 2019

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.

BG-2: Board Job Description – policy approved June 7, 2019

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.

BG-3: Board Meetings and Agenda – policy approved June 7, 2019

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 practicing 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 related to Ends determination (e.g. presentations relating to external environment, demographic information, exploration of future perspectives, etc.).
 - c. Governance education and orientation for the Board’s development
 - d. 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.

BG-4: Board Chair's Role – policy approved June 7, 2019

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.

BG-5: Executive Committee – policy approved June 7, 2019

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.

CEO Performance and Compensation is performed by the Executive Committee.

BG-7: Board of Governors' Code of Conduct – policy approved Sept. 18, 2020

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.
 - b. Governors shall respect each other's contribution to the discussion and encourage each other to present their views.

BG-7: Board of Governors' Code of Conduct (cont'd)

- 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 will make decisions normally through majority voting at scheduled meetings of the Board. In the event that Board decisions are required outside of scheduled meetings, a resolution in writing set out under motion of two Governors approved by majority vote of all Governors, and recorded and included in a set of subsequent minutes of the Board, is considered as being passed at a meeting of the Governors.
12. 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.
13. 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.
14. 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.
15. 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](#))

BG-8: Conflict of Interest – policy approved June 7, 2019

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.

BG-9: Representation, Recommendations and Appointments – policy approved June 7, 2019

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.

BG-10: Board Committee Principles – policy approved June 7, 2019

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.
 - b. The Board Chair, in consultation with the Committee Chair shall determine the size and membership of each committee.

BG-10: Board Committee Principles Conduct (cont'd)

- 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.

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 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.

BG-12: Governance and Strategic Planning Committee – policy approved June 7, 2019

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.

BG-13: Member Engagement Committee – policy approved June 7, 2019

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.

BG-14: Recognition and Awards Committee – policy approved June 7, 2019

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.

BG-15: Competitions Committee – policy approved June 7, 2019

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.

BG-16: Curling Canada Event Sanctioning – policy approved May 18, 2020

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.

BG-17: Provincial Championship Liaison Responsibilities – policy approved May 18, 2020

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.

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.

BG-19: Governor Code of Conduct Violations Procedures – policy approved Sept. 13, 2019

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.

Policy Registry – Board Policies – Board CEO Linkage

Board CEO Linkage

BCL-Global: General Board - CEO Linkage – policy approved June 7, 2019

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

Policy Registry – Board Policies – Board CEO Linkage



BCL-1: Delegation to the CEO – policy approved June 7, 2019

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.

BCL-2: Accountability of the CEO – policy approved June 7, 2019

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.

Policy Registry – Board Policies – Board CEO Linkage

BCL-3: CEO Job Description – policy approved June 7, 2019

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.

Policy Registry – Board Policies – Board CEO Linkage

BCL-4: Monitoring of CEO Performance – policy approved May 18, 2020

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.

BCL-5: CEO Annual Performance Appraisal – policy approved June 7, 2019

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.

Ends

E-Global: Global End – policy approved June 7, 2019

Global End

Striving to support clubs throughout British Columbia, Curl BC continuously advances participation, competition and performance excellence in curling as an active, fun and social sport for life.

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.

Policy Registry – Board Policies – Ends

E-1: Operating Pillars and Ends – policy approved June 7, 2019

Global End

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

PILLAR 1 – Enhancing Member Services and Engagement

END 1 – Best practices in governance & risk management

END 2 – Leadership in curling education

END 3 – Connecting through brand-based communications

PILLAR 2 – Leading Long-term Curler Development

END 4 – Growth in participation

END 5 – Professionally-run competitions

END 6 – Excellence in high performance

PILLAR 3 – Building Partnerships and Capacity

END 7 – Sustainability through effective revenue generation

END 8 – Growth through new infrastructure and community building

END 9 – Heightened profile through community representation and recognition

Policy Registry – Board Policies – Executive Limitations

Executive Limitations

EL-Global: General Executive Limitations – policy approved June 7, 2019

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.

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.

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.

EL-2.1: Operating Reserve – policy approved Sept. 25, 2021

Purpose:

The purpose of this Operating Reserve Policy is to:

1. Build and maintain an adequate level of internally restricted net assets in a reserve fund titled the Operating Reserve Fund (ORF) to support the organization in its regular operations and capital initiatives.
2. Ensure that there are funds available 24/7 365 to address emergent operating budget needs, including:
 - a. temporary cash flow issues due to revenue delay,
 - b. unforeseen expenses incurred, but deemed critical to operational success, and
 - c. specially identified “one-time” non-recurring expenses that have the ability to build long term capacity, such as:
 - i. staff development,
 - ii. research and development, and
 - iii. investment in infrastructure or programming assets.
3. Provide a source of funds that can be made available through loans to member clubs to address their emergent conditions, thereby helping to assure the ongoing financial health of the member organization and that of Curl BC.

For greater certainty and clarity, operating reserves are not intended to replace a permanent loss of funds or to eliminate any ongoing budget deficit. The organization intends for the target fund balance of the ORF to be initially set and then continually monitored for adequacy. The expectation is that funds allocated from the ORF will be replenished in a reasonable period of time for security, consistency, and availability of funds to serve the purpose indicated.

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

Definitions

Operating Reserve Fund (ORF)

An **operating reserve** is a type of restricted **fund** that is created to strengthen organizational stability. Once established, such funds are maintained with a target balance deemed appropriate and able to respond to any demands for authorized uses identified and approved in accordance with its policy.

Fund Assessment Calculation

Policy Registry – Board Policies – Executive Limitations

EL-2.1: Operating Reserve (cont'd)

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

Target Balance

A **target balance** for the fund is the amount 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 policy.

Policy

Accounting for Reserves

The ORF is to be recorded in the accounting system and financial statements. The ORF 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 co-mingled with the general cash and investment accounts of the organization and so noted in the records and in its 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 at least annually per policy. The target balance for the Curl BC ORF is initially set at \$375,000 and based on the formula:

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

Note: Recommendations to allocate source funds to increase the ORF will be provided by the CEO to the Finance & Audit Committee. However, all decisions on source funds allocation are to be made by the Board of Governors.

Demands on (proposal for usage of) Reserves

The CEO will monitor the ORF status and identify any requirement or request made for access to these reserve funds and will confirm that the proposed usage is consistent with the purpose of the reserve fund as described in this policy. Confirmation or validation of any identified requirement or request 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.

EL-2.1: Operating Reserve (cont'd)

Authority to Use Operating Reserves

The Board has established the following authorization and procedural direction for the use of operating reserve funds:

1. Authorization to address an operating budget cash flow deficit that amounts to less than 25% of the annual budget is delegated to the CEO. The Board of Governors shall be advised in advance with appropriate details before such use is executed.
2. All other funding requests (essentially requests for member facility loans) are to be evaluated by the CEO and Staff in accordance with the instructions, rules or procedures related to fund use developed for this purpose. Decisions on these funding requests are also delegated to the CEO for funds pre-approved by the Board to be available in any year. Requests for funding beyond the amount allocated by the Board to be available may still be approved through a separate resolution of the Board. Decisions will consider impact on the ability to build or rebuild the fund to its target balance.
3. An annual report on the fund status complete with a summary of usage shall be provided through the Finance and Audit Committee to the Board of Governors. The usage summary, is to include a short description of each item with a brief rationale for the decision made. Also, the report to the Board must include a summary of the ORF replenishment plan.
4. The CEO will develop and maintain instructions, rules, or procedures related to all potential fund uses (e.g. - Guide to ORF Usage). The guide shall be reviewed in conjunction with the standing policy review process for the ORF and jointly confirmed through recommendation and approval by the Finance & Audit Committee and the Board of Governors.

Reporting and Monitoring

The CEO must monitor and report monthly on the ORF balance and fund usage, ensure appropriate investment is in place, and provide a risk assessment on the adequacy of the ORF at each year-end. The Annual Report shall also include a brief report on the ORF as part of the management discussion and analysis.

Relationship to Other Policies

The CEO will ensure that the Operating Reserve Policy is functioning as intended and in concert with the Board – Executive Limitations policies EL 1-3, which contain provisions that interact with or otherwise affect the creation, sufficiency, or ongoing management of the ORF.

Review of Policy

This policy will be reviewed by the organization's Finance & Audit Committee every three years at minimum, or sooner if warranted by internal or external events and conditions. The Finance & Audit 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 & Audit Committee will include corresponding recommendations in the report to the Board of Governors. Accordingly, the Board

EL-2.1: Operating Reserve (cont'd)

of Governors will consider and, per policy, approve and decide to implement the change or call for additional review and defer any change to policy. In the event of any change, all Board, Staff and Member Club Managers will be advised of the change and provided an electronic link to the policy location.

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 \(Curl BC Operating Reserve Policy\)](#).

EL-4: Compensation and Benefits – policy approved May 18, 2020

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	2021		2022		2023		2024	
	Low	High	Low	High	Low	High	Low	High
Executive Director / CEO	75,480	105,720	76,240	106,780	77,000	107,850	77,770	108,930
Technical Directors/ Provincial Coaches	52,220	73,240	52,740	73,970	53,270	74,710	53,800	75,460
Program Managers	48,760	64,920	49,250	65,570	49,740	66,230	50,240	66,890
Program Coordinators	40,700	52,220	41,110	52,740	41,520	53,270	41,940	53,800
Administrative Assistants	37,130	45,700	37,500	46,160	37,880	46,620	38,260	47,090

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.
 - 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;

Policy Registry – Board Policies – Executive Limitations

EL-4: Compensation and Benefits (cont'd)

- 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 usage, 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 or \$50/day, whichever is greater, 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 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.

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.

EL-6: Treatment of Sponsors, Partners and Participants – policy approved June 7, 2019

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.

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.

Policy Registry – Board Policies – Executive Limitations

EL-8: Emergency CEO Succession – policy approved June 7, 2019

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.

EL-9: Public image – policy approved June 7, 2019

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.

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.

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.

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.

General Policies Overview

Following are the general policies of Curl BC.

GP-1: Protection of Privacy Statement – policy approved May 18, 2020

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.
 - c. In conjunction with special offers or programs, Curl BC may disclose members' personal

Policy Registry – General Policies

GP-1: Protection of Privacy Statement (cont'd)

- d. 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.
 - e. 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.

Policy Registry – General Policies

GP-1: Protection of Privacy Statement (cont'd)

Assistant Privacy Officer

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

Policy Registry – General Policies

GP-1: Protection of Privacy Statement (cont'd)

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.

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,

Policy Registry – General Policies

GP-1: Protection of Privacy Statement (cont'd)

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

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

Policy Registry – General Policies

GP-1: Protection of Privacy Statement (cont'd)

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 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.

Policy Registry – General Policies

GP-2: Whistleblowing – policy approved September 13, 2019

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, 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;

Policy Registry – General Policies

GP-2: Whistleblowing (cont'd)

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.

Policy Registry – General Policies

GP-3: Equity and Access – policy approved Sept. 13, 2019

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.

Curl BC Social Media Policy

Purpose

1. The purpose of this policy is to guide Curl BC’s curlers, coaches, volunteers and administrators with regard to their interactions online in a manner that reflects Curl BC’s mission and values and aligns with Curl BC’s Code of Conduct and Ethics.

Definitions

2. The following terms have these meanings in this Policy:
 - a. “Social media” – The catch-all term that is applied broadly to new computer-mediated communication media including, but not limited to, blogs, YouTube, Facebook, Instagram, Tumblr, Snapchat and Twitter.
 - b. “Case Manager” – The person(s) appointed by Curl BC to oversee management and administration of complaints, as applicable.
 - c. “Individuals” – As defined in Curl BC’s Code of Conduct and Ethics.

Preamble

3. Curl BC is aware that Individual interaction and communication occurs frequently on social media. Curl BC cautions Individuals that any conduct falling short of the standard of behaviour required by Curl BC’s Code of Conduct and Ethics will be subject to the disciplinary sanctions identified within Curl BC’s Complaints and Discipline Policy.

Application of this Policy

4. This Policy applies to all Individuals involved with curling in BC as defined in the Definitions.

Conduct and Behaviour

5. In accordance with Curl BC’s Complaints and Discipline Policy and Code of Conduct and Ethics, the following social media conduct may be considered minor or major infractions at the discretion of the Case Manager:
 - a. Posting a disrespectful, hateful, harmful, disparaging, insulting or otherwise negative comment on a social medium that is directed at an Individual, Curl BC or other individuals or organizations connected with Curl BC including sponsors.
 - b. Posting a picture, altered picture or video on a social medium that is harmful, disrespectful, insulting or otherwise offensive, and that is directed at an Individual, Curl BC or other individuals or organizations connected with Curl BC including sponsors.
 - c. Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about Curl BC, its stakeholders or its reputation.
 - d. Any instance of cyber-bullying or cyber-harassment between one Individual and another Individual (including a teammate, coach, opponent, volunteer, or official), where

GP-4: Social Media (cont'd)

incidents of cyber-bullying and cyber-harassment can include, but are not limited to, the following conduct on any social medium, via text-message or via email: regular insults, negative comments, vexatious behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies or other harmful behaviour.

Off-topic or spam posts

6. The following social media conduct in response to Curl BC posts on social media or in Facebook groups and event pages administered by Curl BC may be considered off-topic or spam and may be removed.
 - a. Content that contains false claims.
 - b. Content that is wholly unrelated to the post.
 - c. Content advertising something unrelated to the post.

Consequences

7. All conduct and behaviour occurring on social media may be subject to Curl BC's Complaints and Discipline Policy at the discretion of the Case Manager.

Individuals' Responsibilities

8. Individuals acknowledge that their social media activity may be viewed by anyone, including Curl BC.
9. If Curl BC unofficially engages with an Individual in social media (such as by retweeting a tweet or sharing a photo on Facebook), the Individual may, at any time, ask Curl BC to cease this engagement.
10. When using social media, an Individual must model appropriate behaviour befitting the Individual's role and status in connection with Curl BC.
11. Removing content from social media after it has been posted (either publicly or privately) does not excuse the Individual from being subject to Curl BC's Complaints and Discipline Policy.
12. An individual who believes that an Individual's social media activity is inappropriate or may violate Curl BC's policies and procedures should report the matter to Curl BC in the manner outlined by Curl BC's Complaints and Discipline Policy.

Policy Registry –Safe Sport

Appendix B – Safe Sport

Overview

Following are Curl BC's Safe Sport policies, enacted to ensure that sport experiences for all participants are enjoyable and free from harm. Sport provides opportunities for people to stay physically and mentally well, to connect with others, and to compete if they wish. Safe sport creates the conditions for a positive experience, and fosters positive behaviours.

SAFE-1: Code of Conduct and Ethics – policy approved November 3, 2021

Purpose

1. Curl BC supports equal opportunity and prohibits maltreatment of all individuals involved with the sport of curling in B.C. Curl BC is committed to providing an environment in which all individuals are treated with respect and fairness. The purpose of this Code is to ensure a safe and positive environment for the conduct of sport (within Curl BC's programs, activities, and events) by setting the standards of appropriate behaviour consistent with Curl BC's core values.

Definitions

2. The following terms have these meanings in this Code:
 - a) *"Individuals"* – All individual affiliates of member facilities and Individuals or persons employed by, or engaged in activities with Curl BC including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, parents and guardians and spectators at events, and Governors of Curl BC.
 - b) *"Maltreatment"* – a willful act (or acts) by an individual or group of individuals that results in harm or the potential for physical or psychological harm to another individual. **Refer to Appendix A for the detailed description and definition of Maltreatment and its various forms.**
 - c) *"Minor"* – any Individual who is under the age of majority at the time and in the jurisdiction where the alleged breach of any Curl BC policy has occurred. Adult Individuals are responsible for knowing the age of a Minor. For the purpose of protection in each Canadian province and territory, the age of a child is defined as follows:
 - a. 16 years old: Newfoundland and Labrador; Saskatchewan; Northwest Territories; Nunavut
 - b. 18 years old: Prince Edward Island; Quebec; Ontario; Manitoba; Alberta;
 - c. 19 years old: Nova Scotia; New Brunswick; British Columbia; Yukon.
 - d) *"Person in Authority"* – Any Individual who holds a position of authority within Curl BC including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, Committee members, Directors and Governors.
 - e) *"Workplace"* - Any place where business or work-related activities are conducted. Workplaces include but are not limited to Curl BC's office, work-related social functions, work assignments outside of Curl BC's offices, work-related travel, the training and competition environment, and work-related conferences or training sessions.

Application

3. This Code applies to Individuals' conduct during Curl BC's business, activities, and events including, but not limited to, competitions, practices, courses, training camps, travel associated with Curl BC's activities, Curl BC's office environment, and any meetings.
4. This Code also applies to Individuals active in the sport of curling or who have retired from the sport of curling where any claim regarding a potential breach of this Code occurred when the Individual was active in the sport.
5. An Individual who violates this Code may be subject to sanctions pursuant to Curl BC's Complaints and *Discipline Policy*. In addition to facing possible sanction, an Individual who violates this Code

SAFE-1: Code of Conduct and Ethics (cont'd)

6. during a competition may be ejected from the competition or the playing area. The official may delay the competition until the Individual complies with the ejection.
7. An employee of Curl BC found to have engaged in acts of maltreatment against any other employee, worker, contractor, member, customer, supplier, client or other third-party during business hours, or at any event of Curl BC, will be subject to appropriate disciplinary action subject to the terms of any of Curl BC's relevant and applicable policies as well as the employee's Employment Agreement (if applicable).
8. This Code also applies to Individuals' conduct outside of Curl BC's business, activities, and events when such conduct adversely affects relationships within Curl BC (and its work and sport environment) and is detrimental to the image and reputation of Curl BC. Such applicability will be determined by Curl BC at its sole discretion.

Responsibilities

9. Individuals have a responsibility to:
 - a) Maintain and enhance the dignity and self-esteem of Curl BC's members and other individuals by:
 - i. Treating each other with the highest standards of respect and integrity;
 - ii. Focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, employees, or members;
 - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct;
 - iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory;
 - v. Consistently treating individuals fairly and reasonably; and
 - vi. Ensuring adherence to the rules of the sport and the spirit of those rules.
 - b) Refrain from any behaviour that constitutes any form of Maltreatment.
 - c) Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. More specifically, Curl BC adopts and adheres to the Canadian Anti-Doping Program. Any infraction under this Program shall be considered an infraction of this Code and may be subject to disciplinary action, and possible sanction, pursuant to Curl BC's *Complaints and Discipline Policy*. Curl BC will respect any penalty enacted pursuant to a breach of the Canadian Anti-Doping Program, whether imposed by Curl BC or any other sport organization.
 - d) Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES).
 - e) Refrain from consuming tobacco products, or recreational drugs while participating in Curl BC's programs, activities, competitions, or events.
 - f) In the case of minors, not consume alcohol, tobacco, or cannabis at any competition or event.
 - g) In the case of adults, not consume cannabis in the Workplace or in any situation associated with Curl BC's events (subject to any requirements for accommodation), not consume alcohol during competitions and in situations where minors are present, and take reasonable steps

SAFE-1: Code of Conduct and Ethics (cont'd)

- h) to manage the responsible consumption of alcohol in adult-oriented social situations associated with Curl BC's events.
- i) Respect the property of others and not wilfully cause damage.
- j) Promote the sport in the most constructive and positive manner possible.
- k) When driving a vehicle with an Individual:
 - i. Not have his or her license suspended;
 - ii. Not be under the influence of alcohol or illegal drugs or substances; and
 - iii. Have valid car insurance.
- l) Adhere to all federal, provincial, municipal and host country laws.
- m) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition.
- n) Comply, at all times, with Curl BC's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time.
- o) Ensure no Individuals are placed in a situation that makes them vulnerable to maltreatment.

Governors, Committee Members, and Staff

10. In addition to section 9 above, Curl BC's Board of Governors, committee members and staff will have additional responsibilities to:
- a) Function primarily as a Governor or committee member or staff member of Curl BC; not as a member of any other member or constituency.
 - b) Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of Curl BC's business and the maintenance of individuals' confidence.
 - c) Ensure that Curl BC's financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities.
 - d) Conduct themselves transparently, professionally, lawfully and in good faith in the best interests of Curl BC.
 - e) Be independent, impartial, and not be influenced by self-interest, outside pressure, expectation of reward or fear of criticism.
 - f) Behave with decorum appropriate to both circumstance and position.
 - g) Keep informed about Curl BC's activities, the sport community and general trends in the sectors in which it operates.
 - h) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to the laws under which Curl BC is incorporated.
 - i) Respect the confidentiality appropriate to issues of a sensitive nature.
 - j) Respect the decisions of the majority and resign if unable to do so.
 - k) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings.
 - l) Have a thorough knowledge and understanding of all of Curl BC's governing documents.
 - m) Conform to the bylaws and policies approved by Curl BC.

Coaches

11. In addition to section 8 above, coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development

SAFE-1: Code of Conduct and Ethics (cont'd)

12. of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:
- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes.
 - b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes.
 - c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment and management of athletes' medical and psychological treatments.
 - d) Support the coaching staff of a training camp, provincial team, or national team should an athlete qualify for participation with one of these programs.
 - e) Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate.
 - f) Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete.
 - g) Act in the best interest of the athlete's development as a whole person.
 - h) Comply with Curl BC's *Screening Policy*, if applicable.
 - i) Report to Curl BC any ongoing criminal investigation, conviction or existing bail conditions, including those for violence, child pornography or possession, use, or sale of any illegal substance.
 - j) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol, cannabis, and/or tobacco.
 - k) Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes.
 - l) Not engage in a sexual relationship with an athlete under the age of majority.
 - m) Disclose any sexual or intimate relationship with an athlete over the age of majority to Curl BC and immediately discontinue any coaching involvement with that athlete if required.
 - n) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights.
 - o) Dress professionally, neatly and inoffensively.
 - p) Use inoffensive language and take into account the audience being addressed.
 - q) Be aware and, at all times, respectful of Curl BC's Coaching Code of Ethics (see Appendix C).

Athletes

13. In addition to section 8 (above), athletes will have additional responsibilities to:
- a) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete.
 - b) Participate and appear on-time and prepared to participate to their best abilities in all competitions, practices, training sessions, camps, tournaments, and events.

SAFE-1: Code of Conduct and Ethics (cont'd)

- c) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason.
- d) Adhere to Curl BC's rules and requirements regarding clothing and equipment.
- e) Act in a sportsmanlike manner and not display appearances of violence, foul language or gestures to other athletes, officials, coaches or spectators.
- f) Dress to represent the sport and themselves well and with professionalism.
- g) Act in accordance with Curl BC's policies and procedures and, when applicable, additional rules as outlined by coaches or managers.
- h) Follow Curl BC's Curler's Code of Ethics (see Appendix B) while playing the sport.

Officials

14. In addition to section 8 (above), officials will have additional responsibilities to:

- a) Maintain and update their knowledge of the rules and rules changes.
- b) Not publicly criticize other officials or any club or association.
- c) Work within the boundaries of their position's description while supporting the work of other officials.
- d) Act as an ambassador of Curl BC by agreeing to enforce and abide by national and provincial rules and regulations.
- e) Take ownership of actions and decisions made while officiating.
- f) Respect the rights, dignity and worth of all Individuals.
- g) Not publicly criticize other officials or any club or association.
- h) Act openly, impartially, professionally, lawfully and in good faith.
- i) Be fair, equitable, considerate, independent, honest and impartial in all dealings with others.
- j) Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals and specific information or data about Individuals.
- k) Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform the assignor or association at the earliest possible time.
- l) When writing reports, set out the actual facts.
- m) Dress in proper attire for officiating.

Parents/Guardians and Spectators

15. In addition to section 8 (above), parents/guardians and spectators at events will:

- a) Encourage athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence.
- b) Condemn the use of violence in any form.
- c) Never ridicule a participant for making a mistake during a performance or practice.
- d) Provide positive comments that motivate and encourage participants' continued effort.
- e) Respect the decisions and judgments of officials and encourage athletes to do the same.
- f) Respect the honest efforts, integrity and skills of those who are charged with event management, whether officials, staff members or volunteers.

SAFE-1: Code of Conduct and Ethics (cont'd)

- g) Support all efforts to remove verbal and physical abuse, coercion, intimidation and sarcasm.
- h) Respect and show appreciation to all competitors and to the coaches, officials and other volunteers.
- i) Not harass competitors, coaches, officials, parents/guardians or other spectators.

Appendix A

Definition of Maltreatment and its various forms

The following terms have these meanings in this Code:

“Maltreatment” – a willful act (or acts) by an Individual or group of individuals that results in harm or the potential for physical or psychological harm to another Individual, and includes any of the following behaviours or conduct:

- a. **Psychological Maltreatment:** any serious incident (or incidents) of deliberate conduct that has the potential to be harmful to the psychological well-being of an Individual. Psychological Maltreatment is determined by the objective behaviour, and not whether harm is intended or results from the behaviour. It includes:
 - i. Verbal Acts: verbally assaulting or attacking an Individual, including but not limited to unwarranted personal criticisms; body shaming; derogatory comments related to an Individual’s identity (e.g. race, gender identity or expression, ethnicity, Indigenous status, ability/disability); comments that are demeaning, humiliating, belittling, intimidating, insulting or threatening; the use of rumours or false statements about an Individual to diminish their reputation; using confidential sport and non-sport information inappropriately. Verbal Maltreatment may also occur in online forms.
 - ii. Non-assaultive Physical Acts (no physical contact): physically aggressive behaviours, including but not limited to throwing objects at or in the presence of others without striking another; hitting, striking or punching objects in the presence of others.
 - iii. Acts that Deny Attention or Support: acts that deny attention, lack of support or isolation including but not limited to ignoring psychological needs or socially isolating an Individual repeatedly or for an extended period of time; abandonment of an athlete as punishment for poor performance; arbitrarily or unreasonably denying feedback, training opportunities, support or attention for extended periods of time and/or asking others to do the same.
- b. **Physical Maltreatment:** any incident (or incidents) of deliberate conduct that has the potential to be harmful to the physical well-being of an Individual. Physical Maltreatment is determined by the objective behaviour, and not whether harm is intended or results from the behaviour. It includes, without limitation:
 - i. Contact behaviours: including, but not limited to, deliberately punching, kicking, beating, biting, striking, strangling or slapping another; deliberately hitting another with objects.

SAFE-1: Code of Conduct and Ethics (cont'd)

- ii. Non-contact behaviours: including, but not limited to, isolating an Individual in a confined space; forcing an Individual to assume a painful stance or position for no athletic purpose (e.g., requiring an athlete to kneel on a hard surface); the use of exercise for the purposes of punishment; withholding, recommending against, or denying adequate hydration, nutrition, medical attention or sleep; denying access to a toilet; providing alcohol to an individual under the legal drinking age; providing illegal drugs or non-prescribed medications to an Individual; encouraging or knowingly permitting an athlete to return to play prematurely following any injury or after a concussion and without the clearance of a medical professional; encouraging an athlete to perform a skill for which they are known to not be developmentally ready.
- c. **Sexual Maltreatment**, including, but not limited to, any act targeting an Individual's sexuality, gender identity or expression, that is committed, threatened or attempted against that person, and includes, but is not limited to, the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. Sexual Maltreatment also includes sexual harassment and stalking, cyber harassment, and cyber stalking of a sexual nature.
 - i. Examples of Sexual Maltreatment include, but are not limited to:
 - 1. Any penetration of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
 - a. vaginal penetration by a penis, object, tongue, or finger; and
 - b. anal penetration by a penis, object, tongue, or finger.
 - 2. Any intentional touching of a sexual nature of any part of a person's body, however slight, with any object or body part by a person upon another person, including but not limited to:
 - a. kissing;
 - b. intentional touching of the breasts, buttocks, groin or genitals, whether clothed or unclothed, or intentionally touching of another with any of these body parts;
 - c. any contact, no matter how slight, between the mouth of one person and the genitalia of another person;
 - d. making another touch themselves or someone else with or on any of the body parts listed in 2); or
 - e. any intentional touching in a sexualized manner of the relationship, context or situation.
- d. **Neglect**: any incident (or incidents) of lack of reasonable care, inattention to an Individual's needs, nurturing or well-being, or omissions in care. Neglect is determined by the objective behaviour, but the behaviour must be evaluated with consideration given to the Individual's needs and requirements, not whether harm is intended or results from the behaviour.

SAFE-1: Code of Conduct and Ethics (cont'd)

- i. Neglect, or acts of omission, include, without limitation, not providing an athlete recovery time and/or treatment for a sport injury; not being aware of and not considering an Individual's physical or intellectual disability; not considering supervision of an athlete during travel, training or competition; not considering the welfare of the athlete when prescribing dieting or other weight control methods (e.g., caliper tests); disregarding the use of Prohibited Substances by an athlete; failure to ensure safety of equipment or environment; allowing an athlete to disregard sport rules, regulations, and standards, subjecting Individuals to the risk of Maltreatment.
- e. **Grooming:** includes, without limitation, deliberate conduct by an Individual to sexualize a relationship with a Minor, and which includes making inappropriate behaviour seem normal and gradually engaging in 'boundary violations' which have been professionally-identified to Canadian standards (e.g., a degrading remark, a sexual joke, sexualized physical contact; adult participants sharing rooms with a Minor who is not an immediate family member; providing a massage or other purported therapeutic interventions with no specific training or expertise; private social media and text communications; sharing personal photographs; shared use of locker rooms; private meetings; private travel, and providing gifts).
- f. **Interference with or Manipulation of Process**
 - i. An Individual violates the *Code of Conduct and Ethics* by directly or indirectly interfering with a process instituted pursuant to the *Code* or any other Curl BC policy by:
 1. falsifying, distorting, or misrepresenting information, the resolution process, or an outcome;
 2. destroying or concealing information;
 3. attempting to discourage an Individual's proper participation in or use of Curl BC's processes;
 4. harassing or intimidating (verbally or physically) any person involved in Curl BC's processes before, during, and/or following any proceedings;
 5. publicly disclosing an Individual's identifying information, without the Individual's agreement;
 6. failing to comply with any temporary or provisional measure or other final sanction;
 7. distributing or otherwise publicizing materials an Individual gains access to during any investigation or hearing, except as required by law or as expressly permitted; or
 8. influencing or attempting to influence another Individual to interfere with or manipulate the process.
- g. **Retaliation:** An Individual shall not take an adverse action against any other Individual for making a good faith report of possible Maltreatment or for participating in any process found in Curl BC's policies. Retaliation includes threatening, intimidating, harassing, coercing or any other conduct that would discourage a reasonable person from engaging or participating in Curling BC's

SAFE-1: Code of Conduct and Ethics (cont'd)

processes. Retaliation after the conclusion of investigation and sanction processes is also prohibited. Retaliation may be present even where there is a finding that no Maltreatment occurred, but does not include good-faith actions lawfully pursued in response to a report of possible Maltreatment.

h. Aiding and abetting:

- i. any act taken with the purpose of facilitating, promoting, or encouraging the commission of Maltreatment by an Individual. Aiding and abetting also includes, without limitation, knowingly:
 1. allowing any Individual who has been suspended or is otherwise ineligible to be in any way associated with sport or to coach or instruct other Individuals;
 2. providing any coaching-related advice or service to an athlete who has been suspended or is otherwise ineligible; and
 3. allowing any Individual to violate the terms of their suspension or any other sanctions imposed.

- i. **Failure by an adult Individual to report actual or suspected Maltreatment of a Minor.** This obligation is ongoing and is not satisfied by making an initial report; instead, this obligation includes reporting to Curl BC, on a timely basis, all relevant information that the adult participant is or becomes aware of, and requires making a direct report to Curl BC. Any report shall include the personally identifying information of the potential Minor complainant (to the extent known), and any such information learned at a later date.

- j. **Failure to report inappropriate conduct:** Any Individual who suspects or becomes aware of another Individual's inappropriate conduct, even if it is not defined as Maltreatment, has a duty to report such inappropriate conduct to Curl BC. Individuals in positions of trust and authority who become aware of another Individual's inappropriate conduct have a responsibility for reporting the concern within their organization's policies and procedures.

- k. **Intentionally filing a false allegation.** An allegation is false if the events or conduct reported did not occur and the Individual making the report knows that the events or conduct did not occur. An individual shall not be considered to have filed a false allegation in cases where the allegation cannot be substantiated by supporting evidence but was nevertheless filed in good faith.

- l. **"Child/Youth Abuse"** – As adapted from Ecclesiastical's *Guidelines for Developing a Safety & Protection Policy for Children / Youth / Vulnerable Adults* refers to the violence, mistreatment or neglect that a child or adolescent may experience while in the care of someone they depend on or trust. There are many different forms of abuse and a child may be subjected to more than one form:

- i. **Physical abuse** involves single or repeated instances of deliberately using force against a child in such a way that the child is either injured or is at risk of being injured. Physical abuse includes beating, hitting, shaking, pushing, choking, biting, burning, kicking or assaulting a child with a weapon. It also
- ii.

SAFE-1: Code of Conduct and Ethics (cont'd)

- iii. includes holding a child under water, or any other dangerous or harmful use of force or restraint.
 - iv. **Sexual abuse** and exploitation involve using a child for sexual purposes. Examples of child sexual abuse include fondling, inviting a child to touch or be touched sexually, intercourse, rape, incest, sodomy, exhibitionism, or involving a child in prostitution or pornography.
 - v. **Neglect** is often chronic, and it usually involves repeated incidents. It involves failing to provide what a child needs for his or her physical, psychological or emotional development and wellbeing. For example, neglect includes failing to provide a dependent child with food, clothing, shelter, cleanliness, medical care, or protection from harm.
 - vi. **Emotional abuse** involves harming a child's sense of self-worth. It includes acts (or omissions) that result in, or place a child at risk of, serious behavioural, cognitive, emotional, or mental health problems. For example, emotional abuse may include aggressive verbal threats, social isolation, intimidation, exploitation, or routinely making unreasonable demands. It also includes exposing the child to violence.
- m. **"Vulnerable Adult Abuse"**- Abuse of vulnerable adults is often described as a misuse of power and a violation of trust. Abusers may use a number of different tactics to exert power and control over their victims. Abuse may happen once, or it may occur in a repeated and escalating pattern over months or years. The abuse may take many different forms, which may change over time:
- i. **Psychological abuse** includes attempts to dehumanize or intimidate vulnerable adults. Any verbal or non-verbal act that reduces their sense of self-worth or dignity and threatens their psychological and emotional integrity is abuse. This type of abuse may include, for example:
 - 1. Threatening to use violence.
 - 2. Threatening to abandon them.
 - 3. Intentionally frightening them.
 - 4. Making them fear that they will not receive the food or care they need.
 - 5. Lying to them.
 - 6. Failing to check allegations of abuse against them.
 - ii. **Financial abuse** encompasses financial manipulation or exploitation, including theft, fraud, forgery, or extortion. It includes using a vulnerable adult's money or property in a dishonest manner or failing to use a vulnerable adult's assets for their welfare. Abuse occurs any time someone acts without consent in a way that financially or personally benefits one person at the expense of another. This type of abuse against a vulnerable adult may include, for example:
 - 1. Stealing their money, disability cheques, or other possessions.
 - 2. Wrongfully using a Power of Attorney.
 - 3. Failing to pay back borrowed money when asked.

SAFE-1: Code of Conduct and Ethics (cont'd)

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- iii. **Physical abuse** includes any act of violence – whether or not it results in physical injury. Intentionally inflicting pain or injury that results in either bodily harm or mental distress is abuse. Physical abuse may include, for example:
 - 1. Beating;
 - 2. Burning or scalding;
 - 3. Pushing or shoving;
 - 4. Hitting or slapping;
 - 5. Rough handling;
 - 6. Tripping; or
 - 7. Spitting
 - iv. All forms of sexual abuse are also applicable to vulnerable adults
 - n. **“Discrimination”** – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability.
 - o. **“Harassment”** – A course of vexatious comment or conduct against an Individual or group, which is known or ought to reasonably be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
 - i. Written or verbal abuse, threats, or outbursts;
 - ii. Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
 - iii. Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
 - iv. Leering or other suggestive or obscene gestures;
 - v. Condescending or patronizing behaviour, which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
 - vi. Practical jokes which endanger a person’s safety, or may negatively affect performance;
 - vii. Hazing, which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual’s positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual’s willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
 - viii. Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
 - ix. Deliberately excluding or socially isolating a person from a group or team;
 - x. Persistent sexual flirtations, advances, requests, or invitations;
 - xi. Physical or sexual assault;

SAFE-1: Code of Conduct and Ethics (cont'd)

- xii. Behaviours such as those described above that are not directed towards a specific person or group, but have the same effect of creating a negative or hostile environment; and
 - xiii. Retaliation or threats of retaliation against a person who reports harassment to Curl BC.
- p. **“Workplace Harassment”** – Vexatious comment or conduct against a worker in a Workplace that is known or ought reasonably to be known to be unwelcome. Workplace Harassment should not be confused with legitimate, reasonable
- q. management actions that are part of the normal work/training function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute Workplace Harassment include, but are not limited to:
- i. Bullying;
 - ii. Workplace pranks, vandalism, bullying or hazing;
 - iii. Repeated offensive or intimidating phone calls or emails;
 - iv. Inappropriate sexual touching, advances, suggestions or requests;
 - v. Displaying or circulating offensive pictures, photographs or materials in printed or electronic form;
 - vi. Psychological abuse;
 - vii. Excluding or ignoring someone, including persistent exclusion of a person from work-related social gatherings;
 - viii. Deliberately withholding information that would enable a person to do his or her job, perform or train;
 - ix. Sabotaging someone else’s work or performance;
 - x. Gossiping or spreading malicious rumours;
 - xi. Intimidating words or conduct (offensive jokes or innuendos); and
 - xii. Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning.
- r. **“Sexual Harassment”** – A course of vexatious comment or conduct against an Individual because of sex, sexual orientation, gender identify or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advance to the Individual and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Types of behaviour that constitute Sexual Harassment include, but are not limited to:
- i. Sexist jokes;
 - ii. Threats, punishment, or denial of a benefit for refusing a sexual advance;
 - iii. Offering a benefit in exchange for a sexual favour;
 - iv. Demanding hugs;
 - v. Bragging about sexual ability;
 - vi. Leering (persistent sexual staring);
 - vii. Sexual assault;

SAFE-1: Code of Conduct and Ethics (cont'd)

- viii. Display of sexually offensive material;
 - ix. Distributing sexually explicit messages or attachments such as pictures or video files;
 - x. Sexually degrading words used to describe an Individual;
 - xi. Unwelcome inquiries into or comments about an Individual's gender identity or physical appearance;
 - xii. Inquiries or comments about an Individual's sex life;
 - xiii. Persistent, unwanted attention after a consensual relationship ends;
 - xiv. Persistent unwelcome sexual flirtations, advances, or propositions; and
 - xv. Persistent unwanted contact.
- s. **"Workplace Violence"** – the use of or threat of physical force by a person against a worker in a Workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a Workplace that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a Workplace that could cause physical injury to the worker. Types of behaviour that constitute Workplace Violence include, but are not limited to:
- i. Verbal or written threats to attack;
 - ii. Sending to or leaving threatening notes or emails;
 - iii. Physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or throwing objects;
 - iv. Wielding a weapon in a Workplace;
 - v. Hitting, pinching or unwanted touching which is not accidental;
 - vi. Dangerous or threatening horseplay;
 - vii. Physical restraint or confinement;
 - viii. Blatant or intentional disregard for the safety or wellbeing of others;
 - ix. Blocking normal movement or physical interference, with or without the use of equipment;
 - x. Sexual violence; and
 - xi. Any attempt to engage in the type of conduct outlined above.

Appendix B

Curl BC's

Curlers' Code of Ethics

- I will play the game with a spirit of good sportsmanship.
- I will conduct myself in an honourable manner both on and off the ice.
- I will never knowingly break a rule, but if I do, I will divulge the breach.
- I will take no action that could be interpreted as an attempt to intimidate or demean my opponents, teammates or umpires.

SAFE-1: Code of Conduct and Ethics (cont'd)

- I will interpret the rules in an impartial manner, always keeping in mind that the purpose of the rules is to ensure that the game is played in an orderly and fair manner.
- I will humbly accept any penalty that the governing body at any level of curling deems appropriate, if I am found in violation of the Code of Ethics or rules of the game.

Appendix C

Curl BC's

Coaching Code of Ethics

- The coach shall act with integrity in performing all duties owed to athletes, the sport, other members of the coaching profession and the public.
- The coach shall strive to be well prepared and current in order that all duties in their discipline are fulfilled with competence.
- The coach shall act in the best interest of the athlete's development as a whole person.
- The coach shall accept both the letter and the spirit of the rules that define and govern the sport.
- The coach shall accept the role of umpires in providing judgment to ensure that competitions are conducted fairly and in accordance with the established rules.
- The coach's conduct toward other coaches shall be characterized by courtesy, good faith and respect.
- The coach shall maintain the highest standards of personal conduct and support the principles of Fair Play.

Purpose

1. To protect minor athletes and any Person in Authority in potentially vulnerable situations by ensuring more than one adult or individual is present.

Definitions

2. The following terms have these meanings in this Policy:
 - a. “Person in Authority” – as defined in Curl BC’s Code of Conduct and Ethics Policy
 - b. “Individuals” as defined in Curl BC’s Code of Conduct and Ethics Policy
 - c. “Minor” as defined in Curl BC’s Code of Conduct and Ethics Policy
 - d. “NCCP” is the National Coaching Certification Program

Application

3. The Rule of Two Policy will apply to all Individuals, Person in Authority and Minors working on behalf of Curl BC or participating in Curl BC events.

Procedures

4. Curl BC recognizes that fully implementing the ‘Rule of Two’, as described above, may not always be possible in all circumstances. At a minimum, interactions between Individuals, Persons in Authority, and Minor(s) shall respect the following:
 - a. The training environment is to be kept open to observation so that all interactions can be witnessed.
 - b. Private or one-on-one situations shall be avoided unless they are observable or within earshot of another Minor or Individual.
 - c. Minors shall not be in any situation where they are alone with a Person in Authority and without another athlete or screened adult present unless prior written permission is obtained from the Minor’s parent or guardian.
5. In addition to respecting the minimum requirements described above, the following should be adhered to the maximum extent possible:
 - a. Teams or groups of athletes are to have at least two Persons in Authority with them.
 - b. Mixed gender teams or groups of athletes are to have at least one Person in Authority from each gender.
 - c. Screened parents, guardians, chaperones, or other volunteers are to be available in situations where two Persons in Authority cannot be present.
 - d. As it relates to practices or competitions, the following is strongly recommended:
 - i. If a Minor is the first athlete to arrive, the Minor’s parent should remain until another athlete, Person in Authority or screened volunteer arrives.
 - ii. If a Minor would potentially be alone with a Person in Authority following a competition of practice, the Person in Authority shall ask another Person in Authority or Individual to stay until all Minors have been picked up.
 - e. Communication between Persons in Authority and Minors should respect the following:

-
- i. Use group messages, group emails, and/or team pages as the regular method of communication.
 - ii. Only send personal texts and direct messages to individual Minors for communicating information related to team issues and activities (non-personal information). Any such texts, messages, or emails shall be professional in tone.
 - iii. No personal texts are to be sent; however, if this is necessary, it should include one other Person in Authority or adult.
 - iv. Parents or guardians of Minors may request their child not be contacted by a Person in Authority using any form of electronic communication or that certain information about their child may not be distributed in any form of electronic communication.
 - v. All communication shall be between the hours of 7:00am and 11:00pm unless extenuating circumstances justify otherwise.
 - vi. Communication concerning drugs or alcohol use (unless regarding its prohibition) is not permitted.
 - vii. No sexually explicit language or imagery or sexually oriented conversation is permitted; nor shall such items be communicated by any medium.
 - viii. Persons in Authority are not permitted to ask Minors to keep a secret for them.
 - ix. A Person in Authority should not become overly-involved in a Minor's personal life.
- f. Any travel involving Persons in Authority and Minors shall respect the following:
- i. Teams or groups of Minors shall always have at least two Persons in Authority with them.
 - ii. For mixed gender teams or groups of athletes, there will be at least two Persons in Authority, one male and one female.
 - iii. Screened parents or other volunteers will be available in situations when two Persons in Authority cannot be present.
 - iv. No Person in Authority shall drive a vehicle with a Minor alone unless the Person in Authority is the athlete's parent or guardian. If this cannot be avoided, the athlete shall ride in the back seat.
 - v. A Person in Authority shall not share a room or be alone in a hotel room with an athlete unless the Person in Authority is the athlete's parent or guardian.
 - vi. Room or bed checks during overnight stays shall be done by two Persons in Authority.
 - vii. For overnight travel when athletes must share a hotel room, roommates will be age-appropriate (e.g., within two years of age of one another) and of the same gender identity.
- g. The following shall apply to all locker rooms, changing areas, and meeting rooms:
- i. Interactions (i.e. - conversation) between Persons in Authority and Minors should not occur in any room where there is a reasonable expectation of

- ii. personal (individual) privacy such as a locker room, restroom, or changing area.
- iii. If Persons in Authority are not present in the locker room or changing area, or if they are not permitted to be present, they should still be available outside the locker room or changing area and be able to enter the room if required, including but not limited to an emergency.
- h. Any photograph or video involving athletes shall respect the following:
 - i. Photographs and video may only be taken in public view, must observe generally accepted standards of decency, and be both appropriate for and in the best interest of the athlete.
 - ii. The use of recording devices of any kind in rooms where there is a reasonable expectation of privacy is strictly prohibited.
 - iii. Examples of photos that shall be edited or deleted include:
 - 1. Images with misplaced apparel or where undergarments are showing.
 - 2. Suggestive or provocative poses.
 - 3. Embarrassing images.
 - iv. If any photographs or videos will be used on any form of public media, an Image Consent Form (**Appendix A – Image Consent Form**) shall be completed before any images are taken and used.
- i. It is recognized that some physical contact between Persons in Authority and athletes may be necessary for various reasons including, but not limited to, teaching a skill or tending to an injury. Any physical contact shall respect the following:
 - i. Unless it is otherwise not possible because of serious injury or other justifiable circumstance, a Person in Authority shall always clarify with an athlete where and why any physical contact will occur prior to the contact occurring. The Person in Authority shall make clear that they are requesting to touch the athlete and not requiring physical contact.
 - ii. Infrequent, non-intentional physical contact during a training session is permitted.
 - iii. Making amends, such as an apology or explanation, is encouraged to further help educate athletes on the difference between appropriate and inappropriate contact.
 - iv. Hugs lasting longer than five (5) seconds, cuddling, physical horseplay, and physical contact initiated by the Person in Authority is not permitted. It is recognized that some athletes may initiate hugging or other physical contact with a Person in Authority for various reasons (e.g., such as crying or celebrating after a performance), but this physical contact should always be limited to circumstances where the Person in Authority believes it is in the best interest of the athlete and when it occurs in an open and observable environment.

Enforcement

- 6. Any alleged violations of this *Rule of Two Policy* shall be addressed pursuant to Curl BC's *Complaints and Discipline Policy*.

Purpose

1. Curl BC understands that screening individuals who deliver programs and services is a vital part of providing a safe sporting environment. Curl BC relies on the efforts of individuals to support our mandate and provide services. Not all positions pose a risk of harm to Curl BC or to its participants and therefore individuals will be screened with different screening tools as determined by Curl BC. This policy sets out the process involved where screening is required.

Definitions

2. The following terms have these meanings in this Policy:
 - a) “*Criminal Record Check (CRC)*” – A search of the RCMP Canadian Police Information Centre (CPIC) system for adult convictions.
 - b) “*Vulnerable Sector Check (VSC)*” – a detailed check that includes a search of the RCMP Canadian Police Information Centre (CPIC) system, local police information, and the Pardoned Sex Offender database.
 - c) Criminal Records Review Program (the “CRRP”) – service provided by the Government of British Columbia to facilitate individual applications for criminal records.
 - d) “Individuals”- includes employees, volunteers, or contractors whose position is one of trust or authority or interaction with minors and vulnerable adults. Personnel may include, but is not limited to Curl BC staff, Board of Governors, Coach Developers, Course Conductors, Coaches, Chaperones, and Officials.
 - e) “Screening Officer” – A designated individual who will be responsible for receiving, reviewing, and recording all CRC’s, SDF’s, and SRF’s and determining whether a Relevant Offence is revealed. For Curl BC, the Screening Officer is the Member Services Manager.
 - f) “Screening Disclosure Form (SDF)”- Screening tool to be completed by Individuals identified in the Application section of this policy and includes the form attached to this policy or other documents approved by Curl BC.

Application

3. The following individuals (separated into two “designated” categories) are subject to screening in the application of this policy.
 - a) Level 1 Individuals include:
 - i. Regional and Provincial coaches.
 - ii. Team and Individual Chaperones.
 - iii. Volunteers and contractors responsible for the delivery of Curl BC events.
 - b) Level 2 Individuals include:
 - i. Curl BC Employees.
 - ii. Curl BC Board of Governors.
 - iii. Curl BC High Performance Program Coaches.
 - iv. Curl BC Camps Coaches.

SAFE-3: Screening (cont'd)

- v. Educational Course Conductors, Facilitators, and Evaluators.
- vi. Chief Umpires and Deputy Umpires.

Screening Procedures

4. All Level 2 individuals are required to submit a valid CRC and SDF prior to being confirmed for the position.
5. All level 1 individuals are required to submit a valid CRC prior to participating in Curl BC sanctioned events.
6. If a Level 2 individual already employed with or volunteering for Curl BC did not complete a CRC and SDF upon initial application, a CRC and SDF will be required upon request.
7. Level 2 individuals will complete a SDF every five (5) years;
 - a) unless a SDF is required upon request.
 - b) unless there is a change to the information in section 1,2, or 3 of the SDF since the submission of the original document. In this case, a new SDF will be submitted immediately for review.
8. Failure to participate in the screening process will result in the individual's ineligibility or ability to undertake the position sought.
9. Individuals applying for positions, other than permanent staff positions, Board of Governor, Educational Course Conductors, Facilitators, Evaluators, Chief Umpires, and Deputy Umpires, with Curl BC shall pay for their own CRC, if applicable.
10. Individuals who are volunteering or employed with other organizations can also share the results of their previously completed criminal record checks that are dated within the last 12 months.
11. A CRC must be renewed every five (5) years from the date of the last Criminal Record Check, or upon request.
12. Curl BC may request that an individual provide a CRC for consideration at any time.
13. Curl BC understands that there may be delays in receiving the results of a CRC and/or VSC. At its discretion, Curl BC may permit the individual to participate in the role during the delay. Curl BC may withdraw this permission at any time and for any reason.
14. If a person provides falsified, misleading, or incomplete information, the person will immediately be removed from their position and may be subject to further discipline in accordance with Curl BC's Complaints and Discipline Policy.

How to Obtain a CRC or VSC

CURL BC has enrolled with the CRRP to screen its volunteers through the CRRP's online service.

15. Individuals who must complete a CRC and/or a VSC can do so here:
<https://www.curlbc.ca/resources/criminal-record-checks/>.
16. Results of the CRC and/or VSC completed through the CRRP online service will be sent via email to Curl BC and attention of the Member Services Manager.
17. Individuals may also obtain a CRC and/or VSC by requesting the Screening Officer to provide a letter to take with them to their local RCMP detachment or local police station.

SAFE-3: Screening (cont'd)

- a) The RCMP and/or local police department may require individuals to provide fingerprints if the CRC and/or the VSC indicates a positive match with the individual's name, gender, and/or birth date.

Relevant Offences

- 18. Curl BC will not knowingly place a person who has a conviction for a relevant offence in one of its designated categories.
- 19. For the purposes of this policy, guidelines and examples of a relevant offence is any of the following:
 - a) If imposed in the last five years:
 - i. Any offence involving the use of a motor vehicle, including, but not limited to, impaired driving.
 - ii. Any violation for trafficking and/or possession of drugs and/or narcotics.
 - iii. Any offence involving conduct against public morals.
 - b) If imposed in the last ten years:
 - i. Any crime of violence including, but not limited to, all forms of assault.
 - ii. Any offence involving a minor or minors.
 - c) If imposed at any time:
 - i. Any offence involving the possession, distribution, or sale of child-related pornography.
 - ii. Any sexual offence involving a minor or minors.
 - iii. Any offence involving theft or fraud.
- 20. If a governor or employee of Curl BC is charged with, or convicted of, an offence, that person must report the charge or conviction to Curl BC within 24 hours. Curl BC must request that the charged or convicted person obtain a new CRC and determine if that person is suitable to continue carrying out their duties.
- 21. An individual's conviction of any Criminal Code offences may result in expulsion from Curl BC and/or termination from any designated positions, program, activity, or event upon the sole discretion of Curl BC.

Screening Officer

- 22. The designated Screening Officer is responsible for reviewing all CRC's and SDF's and making decisions regarding the appropriateness of the individuals filling positions within Curl BC and whether or not such individuals will assume the position.
- 23. A satisfactory CRC is either:
 - a) Confirmation from the police that no criminal record exists or;
 - b) That any existing convictions are not relevant to the position, as determined by the Screening Officer.
- 24. Where the Screening Officer is of the opinion that, notwithstanding a conviction for a relevant offence, a person can occupy a position without adversely affecting the safety of others, the Screening Officer may approve a person's placement.

Records

25. All records will be maintained in a confidential manner conforming to the British Columbia Personal Information Protection Act and will not be disclosed to others except as required by law, or for use in legal, quasi-legal, or disciplinary proceedings.
26. The records kept by **CURL BC** as part of the screening process include, but are not limited to:
- a) An individual's Vulnerable Sector Check (for a period of five years).
 - b) An individual's Criminal Record Check (for a period of five years).
 - c) An individual's Screening Disclosure Form (for a period of five years).
 - d) An individual's Screening Renewal Form (for a period of one year).
 - e) Records of any discipline applied to any individual by **CURL BC** or by another sport organization.

Appendix A – Screening Disclosure Form

NAME:

First Middle Last

OTHER NAMES YOU HAVE USED: _____

CURRENT PERMANENT ADDRESS:

Street City Province Postal

DATE OF BIRTH: _____ GENDER IDENTITY: _____

Month/Day/Year

CLUB (if applicable): _____ EMAIL: _____

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

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

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Year Convicted: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

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

Name of disciplining or sanctioning body: _____

Policy Registry –Safe Sport

Date of discipline, sanction or dismissal: _____

Reasons for discipline, sanction or dismissal: _____

Penalty or Punishment Imposed: _____

Further Explanation: _____

- 3. Are criminal charges or any other sanctions, including those from a sport body, private tribunal or government agency, currently pending or threatened against you? If so, please complete the following information for each pending charge or sanction. Attach additional pages as necessary.**

Name or Type of Offense: _____

Name and Jurisdiction of Court/Tribunal: _____

Name of disciplining or sanctioning body: _____

Further Explanation: _____

PRIVACY STATEMENT

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

CERTIFICATION

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

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

NAME (print): _____

DATE: _____

SIGNATURE: _____

Purpose

1. Curl BC is committed to ensuring the safety of Individuals in its activities. Curl BC recognizes the increased awareness of concussions and their long-term effects, and believes that prevention is the best practice to protecting the health and safety of individuals in the sport of curling.
2. This Policy describes the 4R's associated with a safe return to curling following a concussion which call for:
 - a. Recognition of the signs and symptoms,
 - b. Removal from play for assessment and care,
 - c. Referral to a licensed healthcare professional (per protocol) and
 - d. Return to play (when cleared to do so as per protocol).

Definitions

3. The following terms in this Policy are defined in Curl BC's Code of Conduct and Ethics Policy
 - e. "Person in Authority",
 - f. "Individuals", and
 - g. "Minor".

Application

4. The Concussion Policy will apply to all Individuals engaged in Curl BC sanctioned events and activities.

Recognition of Concussion Signs and Symptoms

5. Individuals should have concussion awareness training built into their respective training programs so they are comfortable with recognizing signs and symptoms of concussion as set out in [Appendix A](#)

Removal from Sport Protocol

6. In the event of a suspected concussion, regardless of whether the concussion or suspected concussion was obtained during the activity or event, where there are observable signs of a concussion, symptoms of a concussion, or a failure to correctly answer memory questions, the Individual must be immediately removed from the activity by a Person in Authority.
7. After removal from participation, the following actions are to be taken:
 - a. The Person in Authority who removed the Individual must call 9-1-1:
 - i. If there is an observed emergency; or
 - ii. Severe signs of symptoms are present and observable.
 - b. The removal of the individual will be documented
 - i. [Appendix B](#)

- c. The Person in Authority will inform the parent, guardian, or chaperone of the **suspected concussion** if the Individual is a Minor, and if the Individual is required to undergo a medical assessment by a licensed healthcare professional before the Individual will be permitted to return to play.
 - d. The Person in Authority will remind the Individual, and the Individuals parent, guardian, or chaperone as applicable, of Curl BC's Return to Play protocol as described in this Policy.
 - i. [Appendix C](#)
 - e. An Individual who has been removed from play due to a **suspected concussion** must NOT return to the activity until the Individual has been assessed medically by a licensed healthcare professional.
 - i. It is preferable the assessment occurs by a healthcare professional who is familiar with the following Concussion Assessment tools:
 1. [Sport Concussion Assessment Tool- 5th Edition \(SCAT5\)](#), for individuals over the age of 12.
 2. [Child SCAT5](#), for Individuals aged 5-12 years old.
 - ii. An assessment must occur, even if the symptoms of the concussion seem to be resolved.
8. Individuals who have a **suspected concussion** and are removed from the activity are to:
- a. Be isolated in a dark room or area with sensory stimulus reduced,
 - b. Be monitored (not left alone) while symptoms persist,
 - c. Have any cognitive, emotional, or physical changes documented,
 - d. Not consume alcohol,
 - e. Not consume or use any recreational and/or prescription drugs,
 - f. Not be sent home by themselves, or
 - g. Not drive a motor vehicle until cleared to do so by a medical professional.

Referral to a licensed healthcare professional

9. An Individual with a **suspected concussion** should be evaluated by a licensed healthcare professional. A comprehensive neurological assessment of the Individual should be conducted to determine the Individual's clinical status, and potential for neuroimaging scans.

Return to Play

10. The Individual removed from play must NOT return to training, practice, competition, or other activities until the Individual, or the parent, guardian, or chaperone of a Minor, provides confirmation to the Person in Authority that the Individual:
 - a. Has undergone a medical assessment by a licensed healthcare professional and has NOT been diagnosed with a concussion;
 - b. Has been medically cleared to return to training, practice, competition, or other activities by a licensed healthcare professional
11. If the Individual has been diagnosed with a concussion:
 - a. The Individual must proceed through the graduated Return to Play steps.

Policy Registry –Safe Sport

- b. The Individual’s Return to Play strategy should be guided and approved by their healthcare professional with regular consultations throughout the process as outlined in [APPENDIX C](#)
 - c. An Individual, or Minor’s parent, guardian, or chaperone, must share the medical advice or recommendations they receive with the Person in Authority before being permitted to return to training, practice, competition, or other activity through the graduated Return to Play steps, if any.
 - d. The Person in Authority must inform the Individual, or the Minor’s parent, guardian, or chaperone, of the importance of disclosing the diagnosis to other applicable organizations including, but not limited to:
 - i. Other sport organization(s)
 - ii. School
 - iii. Work
 - e. The Individual, or Minor’s parent, guardian, or chaperone, must disclose if the Individual has been diagnosed with a Concussion during an activity outside of curling activities, and communicate the diagnosis to the Person in Authority.
12. The Individual, or Minor’s parent/guardian/chaperone, must provide Curl BC with a medical clearance form, signed by the healthcare professional, following Stage 5 and Stage 6 [*Table 1 Return to Play Protocol](#).
13. Curl BC will record, and keep a record, of the Individual’s progression through the graduated Return to Sport steps until the Individual, or a Minor’s parent/guardian/chaperone, has provided confirmation of medical clearance to the Person in Authority.

Risk Reduction and Prevention

14. For all of its programs and events, Curl BC mandates the use of well-fitting, properly worn helmets, CSA or designed specifically for the sport of curling for all Individuals under the age of 12.
15. Curl BC strongly recommends that Individuals in Learn to Curl Programs wear protective head gear on the ice, as recommended by Curling Canada [Helmet Use Recommendations](#):
- a. This includes anyone aged 12 and older, and, especially,
 - b. Vulnerable Individuals that are considered so due to inexperience, identified health conditions, having had prior concussions, etc.
16. Curl BC recognizes that knowing an Individual’s Sport Related Concussion (SRC) history can aid in the development of concussion management and the Return to Sport Protocol. The clinical history should include information about all previous head, face, or cervical spine injuries. Curl BC encourages Individuals to make coaches and other stakeholders aware of relevant individual histories.

Non-Compliance

17. Failure to abide by any of the protocols and/or guidelines contained within this policy may result in disciplinary action in accordance with *Curl BC’s Complaints and Discipline Policy*.

Liability

18. Curl BC shall not be liable for any Individual's use or interpretation of this Policy. Further, none of Curl BC's Persons in Authority or Individuals involved in any way in the administration of this Policy shall be liable to any other Individual in any way, in relation to any lawful acts or omissions committed in the honest application, administration, and/or enforcement of this Policy.

APPENDIX A – RECOGNIZING CONCUSSION SIGNS AND SYMPTOMS

It is important that Individuals (including curling club staff, volunteers, parents and event management personnel) are familiar with and have training in recognizing concussion signs and symptoms including the following:

1. **Severe signs** of a concussion include:
 - a. Neck pain or tenderness,
 - b. Double vision,
 - c. Weakness or tingling/burning in arms or legs,
 - d. Severe or increasing headache,
 - e. Seizure or convulsion,
 - f. Loss of consciousness,
 - g. Deteriorating conscious state,
 - h. Vomiting more than once,
 - i. Increasingly restless, agitated and combative, or
 - j. Increased confusion.

2. **Observable signs** indicating a possible concussion include:
 - a. Lying motionless on the playing surface,
 - b. Slow to get up after a direct or indirect hit to the head,
 - c. Disorientation or confusion/ inability to respond appropriately to questions,
 - d. Blank or vacant look,
 - e. Balance or gait difficulties, absence of regular motor coordination, stumbling and slow labored movements, or
 - f. Facial injury after head trauma.

3. **Symptoms** following a concussion may include:
 - a. Headache or “pressure in the head”,
 - b. Balance problems or dizziness,
 - c. Nausea or vomiting,
 - d. Drowsiness, fatigue, or low energy,
 - e. Blurred vision,
 - f. Sensitivity to light or noise,
 - g. More emotional or irritable,
 - h. “Don’t feel right”,
 - i. Sadness, nervousness, or anxiousness,
 - j. Neck pain,
 - k. Difficulty remembering and concentrating, or
 - l. Feeling slowed down or “in a fog”.

4. **Failure** to correctly answer ANY of the following **memory questions** may suggest a concussion:
 - a. What venue are we at today?
 - b. Where was your last major competition?
 - c. What day is it?
 - d. What event are you participating in?

Policy Registry –Safe Sport



After treatment, the injured person was (*Participant cannot return to play if concussion suspected):

Sent home

Sent to hospital/a clinic

Returned to activity*

OVER

Sample Accident Report Form (cont'd)

PERSON IN AUTHORITY INFORMATION

LAST NAME:	FIRST NAME:
STREET ADDRESS:	CITY:
POSTAL CODE:	PHONE: ()
E-MAIL:	AGE:
ROLE (Coach, assistant, parent, official, bystander, therapist):	

WITNESS INFORMATION (someone who observed the incident and the response, not the charge person)

LAST NAME:	FIRST NAME:
STREET ADDRESS:	CITY:
POSTAL CODE:	PHONE: ()
E-MAIL:	AGE:

OTHER COMMENTS OR REMARKS

FORM COMPLETED BY:

PRINT NAME: _____

SIGNATURE: _____

APPENDIX C - Curl BC Return to Play Protocol

The Individuals Return to Play strategy should be guided and approved by a licensed healthcare professional with regular consultations throughout the process.

Rest and Rehabilitation

1. Individuals with a diagnosed Sport Related Concussion (SRC) should rest during the acute phase (24-48 hours) but can gradually and progressively become more active so long as activity does not worsen the Individual’s symptoms. Individuals should avoid vigorous exertion.
2. Individuals must consider the diverse symptoms and problems that are associated with SRCs. Rehabilitation programs that involve controlled parameters below the threshold of peak performance should be considered.

Refer

3. Individuals who display persistent post-concussion symptoms (i.e., symptoms beyond the expected timeline for recovery – 10-14 days for adults and 4 weeks for children) should be referred to physicians with experience handling SRCs.

Recovery and Return to Play

4. SRCs have large adverse effects on cognitive functioning and balance during the first 24-72 hours after injury. For *most* Individuals, these cognitive defects, balance and symptoms improve rapidly during the first two weeks after injury. An important predictor of slower recovery from an SRC is the severity of the Individual’s initial symptoms following the first few days after the injury.
5. The table below represents a recommended graduated return to play for most Individuals, in particular, for those that did not experience high severity of initial symptoms following the first few days after the injury.

Table 1: Return to Play Strategy (provided by Curling Canada and Parachute Canada)

Stage	Aim	Activity	Stage Goal
1	Symptom-limited activity	Daily activities that do not provoke symptoms	Gradual reintroduction of work/school activities
2	Light aerobic exercise	Walking or stationary cycling at slow to medium pace. No resistance training. - Light intensity walking or stationary cycling for 15-20 minutes at sub-symptom threshold intensity	Increase heart rate
3	Sport-specific exercise	Running drills. No head impact activities - Low intensity participation like throwing rocks. - The environment should be managed so as to ensure the participant is at minimum risk of falling or colliding with other Individuals.	Add movement

		- The participant may also attempt basic balance drills.	
4	Non-contact training drills	Increase intensity, difficulty and duration of training drills. May start progressive resistance training	Exercise, coordination and increased thinking
5	Full practice	Following medical clearance, participate in normal training activities	Restore confidence and assess functional skills by coaching staff
6	Return to play	Normal participation	

6. An initial period of 24-48 hours of both physical rest and cognitive rest is recommended before beginning the Return to Play strategy.
7. There should be at least 24 hours (or longer) for each step. If symptoms reoccur or worsen, the Participant should go back to the previous step.
8. Resistance training should only be added in the later stages (Stage 3 or Stage 4).
9. If symptoms persist, the Participant should return to see a physician.
10. The Participant must provide Curl BC with a medical clearance form, signed by a physician, following Stage 5 and before proceeding to Stage 6.

Reconsider

11. The 2017 Concussion in Sport Group (CISG) considered whether certain populations (children, adolescents, and elite athletes) should have SRCs managed differently.
12. It was determined that all Individuals, regardless of competition level, should be managed using the same SRC management principles.
13. Adolescents (13 to 18 years old) and children (5 to 12 years old) should be managed differently. SRC symptoms in children persist for up to four weeks. More research was recommended for how these groups should be managed differently, but the CISG recommended that children and adolescents should first follow a Return to School strategy before they take part in a Return to Play strategy. A Return to School strategy is described below.

Table 2- Return to School Strategy

Stage	Aim	Activity	Stage Goal
1	Daily activities at home that do not give the child symptoms	Typical activities of the child during the day as long as they do not increase symptoms (e.g., reading, texting, screen time). Start with 5–15 min at a time and gradually build up	Gradual return to typical activities
2	School activities	Homework, reading or other cognitive activities outside of the classroom	Increase tolerance to cognitive work

Policy Registry –Safe Sport



3	Return to school part-time	Gradual introduction of schoolwork. May need to start with a partial school day or with increased breaks during the day	Increase academic activities
4	Return to school full time	Gradually progress school activities until a full day can be tolerated	Return to full academic activities and catch up on missed work

Residual Effects

14. Individuals should be alert for potential long-term problems such as cognitive impairment and depression. The potential for developing chronic traumatic encephalopathy (CTE) should also be a consideration, although the CISG stated that *“a cause-and-effect relationship has not yet been demonstrated between CTE and SRCs or exposure to contact sports. As such, the notion that repeated concussion or sub-concussive impacts cause CTE remains unknown.*

SAFE-5: Complaints and Discipline – policy approved November 3, 2021

Purpose

1. Individuals are expected to comply with all Curl BC policies, rules, regulations and the Code of Conduct and Ethics. Non-compliance may result in sanctions pursuant to this policy. This policy sets out the process that Curl BC uses to address any complaints and disciplinary matters.

Definitions

2. The following terms have these meanings in this Policy:
 - a) “*Case Manager*” – The CEO will be appointed as Curl BC’s first point-of contact for administering all complaints under the *Complaints and Discipline Policy*. The CEO may, in turn, appoint a qualified Case Manager who has no significant relationship with the affected parties, no involvement with the incident which is the subject of the complaint and be without any other actual or reasonably perceived bias or conflict. In the event that the CEO is considered a respondent in any complaint, the Board Chair will appoint the Case Manager.
 - b) “*Individuals*” – As defined in the Code of Conduct and Ethics policy.
 - c) “*Complainant*” – A person who makes a formal complaint to Curl BC that they have been harmed by an individual affiliated with Curl BC.
 - d) “*Respondent*” – A person, group or organization against whom a complaint has been made.
 - e) “*Parties*” – As defined in the Dispute Resolution policy.

Application

3. This Policy applies to all Individuals of Curl BC.
4. This Policy applies to matters that may arise during Curl BC’s business activities and events including, but not limited to: competitions, practices, team selections, training camps, travel associated with Curl BC activities and any meetings.
5. This Policy applies to Individuals’ conduct outside of Curl BC’s business, activities and events when such conduct adversely affects relationships within Curl BC, its work and sport environment, is detrimental to the image and reputation of Curl BC or upon the acceptance of Curl BC. Applicability will be determined by Curl BC at its sole discretion.
6. This Policy does not prevent immediate discipline or sanction from being applied as reasonably required. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity or event only.
7. An employee of Curl BC who is a Respondent will be subject to appropriate disciplinary action in accordance with any of Curl BC’s applicable policies, as well as the employee’s Employment Agreement, if applicable. Violations may result in a warning, reprimand, restrictions, suspension, or other disciplinary actions up to and including termination of employment.

SAFE-5: Complaints and Discipline (cont'd)

Alignment

8. Curl BC recognizes that an Individual may be registered with another Member Association (MA). Curl BC requests that MAs share discipline decisions involving the Individual to Curl BC. Curl BC may, at its sole discretion, take further action.
9. Curl BC recognizes that an Individual may be registered with multiple Member Facilities. Curl BC requests that Member Facilities share discipline decisions involving individual affiliates to Curl BC. Curl BC may, at its sole discretion, take further action.
10. If Curl BC decides to take further action upon becoming aware of an Individual who has been disciplined by a MA, Member Facility, and/or Curling Canada, the Individual will be the Respondent to a complaint initiated under the terms of this Policy. Curl BC may act as the Complainant if the original Complainant is unwilling or unavailable to participate in this process.
11. The Case Manager will review and consider the decision by the MA and/or Member Facility when deciding on the complaint in accordance with the terms of this Policy.

Adult Representative

12. Complaints may be brought for or against an Individual who is a minor. Minors must have a parent, guardian, and/or another adult serve as their representative during this process.
13. Communication from the Case Manager must be directed to the minor's representative.
14. A minor is not required to attend an oral hearing, if held.

Complaint Initiation Process

15. Any Individual may report an incident or complaint to Curl BC's CEO in writing, within fourteen (14) days of the alleged incident, although this timeline can be waived or extended at the Case Manager's discretion.
 - a. The Complaint must include the following information:
 - i. Full Name(s) and contact information of the Complainant(s).
 - ii. Full Name(s) and contact information of the Respondent(s), if known.
16. Curl BC may, in its sole discretion, act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, Curl BC will identify an individual representative of the organization.
17. Upon receiving report of an incident or a complaint, the CEO may, with sole discretion and depending on the nature of the issue, refer the complaint to a Case Manager. The CEO's decision to refer the matter to a Case Manager is not subject to appeal.
18. When determining whether to appoint a Case Manager, the CEO has the discretion to determine which process should be followed to manage the complaint matter and may use the following examples as a general guideline. The CEO may also assign the process determination to the Case Manager.
 - a. Alternative Dispute Resolution (ADR) – see GP - ? Dispute Resolution Policy. This approach may be requested directly by the CEO or by a Case Manager, if appointed.
 - b. Process #1 – the Complaint alleges the following incidents:
 - i. Disrespectful, abusive, racist, or sexist comments or behavior,
 - ii. Disrespectful conduct,
 - iii. Minor incidents of violence (for example, tripping, pushing, elbowing),

SAFE-5: Complaints and Discipline (cont'd)

- iv. Conduct contrary to values of Curl BC,
 - v. Non-Compliance with Curl BC's policies, procedures, rules or regulations, or
 - vi. Minor violations of Curl BC's *Code of Conduct and Ethics*.
- c. Process #2 – the Complaint alleges the following incidents:
- i. Repeated minor incidents,
 - ii. Any incident of hazing.
 - iii. Behaviour that constitutes harassment, sexual harassment or sexual misconduct,
 - iv. Major incidents of violence (for example, fighting, attacking, sucker punching),
 - v. Pranks, jokes or other activities that endanger the safety of others,
 - vi. Conduct that intentionally interferes with a competition or with an athlete's preparation for a competition,
 - vii. Conduct that intentionally damages Curl BC's image, credibility or reputation,
 - viii. Consistent disregard for Curl BC's bylaws, policies, rules and regulations,
 - ix. Major repeated violations of Curl BC's *Code of Conduct and Ethics*,
 - x. Intentionally damaging Curl BC's property or improperly handling Curl BC's monies,
 - xi. Abusive use of alcohol, any use or possession of alcohol by minors or use or possession of illicit drugs and narcotics,
 - xii. Any possession or use of banned performance enhancing drugs or methods, or
 - xiii. A conviction for any *Criminal Code* offense.
19. The CEO or the Case Manager may determine the alleged incident contains an element of maltreatment. In this case, either may appoint an Investigations Officer in accordance with Curl BC's Investigation of Reported Maltreatment Policy. Curl BC and the designated investigator will have additional responsibilities as described in that Policy.

Complaint Management - Process #1:

Procedures

20. The CEO or appointed Case Manager will review the submission(s) and determine whether the complaint or incident should be handled under Process #1 or Process #2. A decision to proceed under Process #1 means no further evaluation of the complaint is required, the complaint or offense is verified, and appropriate sanction(s) will be considered and applied.

Sanctions

21. Following the determination that the complaint or incident should be handled under Process #1, the CEO or Case Manager will determine one or more of the following sanctions:
- a. Verbal or written reprimand,
 - b. Verbal or written apology,
 - c. Service or other contribution to Curl BC,
 - d. Removal of certain privileges,
 - e. Suspension from certain teams, events, and/or activities,
 - f. Suspension from all or some of Curl BC's activities for a designated period or
 - g. Any other reasonable sanction considered appropriate relative to the offense.

SAFE-5: Complaints and Discipline (cont'd)

22. The Case Manager will inform the Respondent of the sanction, which will take effect immediately.
23. Records of all sanctions will be maintained by Curl BC.

Request for Reconsideration

24. The decision, including any sanction, may not be appealed until the completion of a request for reconsideration. The Respondent may contest the decision by submitting a Request for Reconsideration to the CEO of Curl BC within seven (7) days of receiving the decision. In the Request for Reconsideration, the Respondent must indicate:
 - a. Why the decision, including any sanction, is inappropriate,
 - b. All evidence to support the Respondent's position and
 - c. What penalty or sanction (if any) would be appropriate.
25. Upon receiving a Request for Reconsideration, the CEO may accept or reject the Respondent's position as to an appropriate sanction.
26. Should the CEO accept the Respondent's position as to an appropriate sanction, that sanction will take effect immediately.
27. Should the CEO not accept the Respondent's position as to an appropriate sanction, the Respondent has a choice to either accept the decision and comply with the sanction or to request that the case be advanced or elevated to Process #2 and, if so, the case will be re-assessed and managed under the process set out in the corresponding policy section.

Complaint Management - Process #2:

Procedures

28. Invoking the procedure of Process #2, the CEO will normally engage a Case Manager.
29. If the Case Manager determines the complaint is:
 - a. Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed.
 - b. Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the CEO and all Parties involved that the complaint has been reviewed and will move forward. The Case Manager will also advise all Parties as to what the next steps in the process will be.
30. The Case Manager's decision to proceed with or to dismiss the complaint may not be appealed.
31. The Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.
32. After notifying the Parties that the complaint will proceed, the Case Manager may still propose using Curl BC's *Dispute Resolution Policy* (and the ADR process indicated within it) to resolve the dispute. If the dispute is not resolved through this alternative process, or if the parties refuse to use the *Dispute Resolution Policy*, the Case Manager will proceed to hear the complaint.
33. The Case Manager will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be:
 - a. An in-person oral hearing,
 - b. An oral hearing by telephone or other communication medium,
 - c. A hearing based on review of documentary evidence submitted in advance of the hearing or
 - d. A combination of the methods listed above.

SAFE-5: Complaints and Discipline (cont'd)

34. The hearing will be governed by the procedures the Case Manager deems appropriate in the circumstances, provided that:
 - a. The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing or an oral hearing by telephone or other communication medium,
 - b. Copies of any written documents which the parties wish to have the Case Manager consider will be provided to all Parties in advance of the hearing,
 - c. The Parties may engage a representative, advisor, or legal counsel at their own expense,
 - d. The Case Manager may request that any other individual participate and give evidence at the hearing, and
 - e. The Case Manager may allow any oral evidence, documentation or thing relevant to the subject matter of the complaint but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as is deemed appropriate.
35. If the Respondent acknowledges the facts of the incident and takes responsibility for his or her part, the Respondent may waive the hearing, in which case the Case Manager will determine the appropriate sanction. The Case Manager may still hold a hearing for the purpose of determining an appropriate sanction.
36. The hearing will proceed even if a Party chooses not to participate in the hearing.
37. If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in their own right, that party will be added to the current complaint and will be bound by the decision reached.
38. In fulfilling its duties, the Case Manager may obtain independent advice.

Decision

39. After hearing and/or reviewing the matter, the Case Manager will determine whether the complaint is substantiated and, if so, the sanction(s) to be imposed. Within fourteen (14) days of the hearing's conclusion, the Case Manager's written decision, with reasons, will be distributed to all Parties and Curl BC.

Sanctions

40. The Case Manager may apply one or more of the following sanctions:
 - a. Verbal or written reprimand,
 - b. Verbal or written apology,
 - c. Service or other contribution to Curl BC,
 - d. Removal of certain privileges,
 - e. Suspension from certain teams, events, and/or activities,
 - f. Suspension from all or some of Curl BC's activities for a designated period,
 - g. Payment of the cost of repairs for property damage,
 - h. Suspension of funding from Curl BC or from other sources,
 - i. Expulsion from Curl BC or
 - j. Any other reasonable sanction considered appropriate relative to the offense.
41. Unless the Case Manager decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Case Manager will result in an automatic suspension until such time as compliance occurs.

SAFE-5: Complaints and Discipline (cont'd)

42. Records of all decisions will be maintained by Curl BC.

Appeals

43. The decision of the Case Manager may be appealed in accordance with Curl BC's *Appeals Policy*.

Suspension pending a Hearing

44. The CEO may, at his or her sole discretion, determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of a criminal process, a hearing, or a decision of the Case Manager.

Criminal Convictions

45. An Individual's conviction for a *Criminal Code* offense shall be deemed a substantiated complaint under this Policy and may result in expulsion from Curl BC. *Criminal Code (by Summary Conviction or Indictment)* offences may include, but are not limited to:

- a. Any child pornography offences,
- b. Any sexual offences,
- c. Any offence of physical violence,
- d. Any offence of Assault or
- e. Any offence involving trafficking of illegal drugs.

Confidentiality

46. The complaints and discipline process is confidential and involves only the CEO, the identified Parties, the Case Manager and any independent advisors to the Case Manager. Until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved or authorized by this Policy in the proceedings.

Timelines

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

Records and Distribution of Decisions

48. Other individuals or organizations, including, but not limited to, National Sport Organizations, Provincial/Territorial Sport Organizations, Member Facilities, Local Sport Organizations, Affiliated Associations, Affiliated Curlers, etc., may be advised of any decisions rendered in accordance with this Policy, as determined by the Case Manager.

49. The CEO shall be responsible for ensuring all records required to be kept under this policy, including Case Manager's reports, are kept in confidence.

SAFE-6: Dispute Resolution – policy approved November 3, 2021

Purpose

1. This policy serves to encourage and provide appropriate procedure around the use of an alternative method for resolving conflicts or disputes and avoiding a complex case management process.

Principles

2. Curl BC supports the principles of Alternative Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. ADR also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals, complaints and litigation.
3. Curl BC encourages all Individuals to communicate openly, collaborate and use problem-solving negotiation techniques to resolve their differences. Curl BC believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

Definitions

4. “*Alternative Dispute Resolution (ADR)*” – means any procedure, agreed to by the parties of a dispute, in which they use the services of a neutral party to assist them in reaching agreement and avoiding litigation.
5. “*Parties*”- Claimant and Respondent who cannot resolve a dispute along with an impartial third-party mediator.
6. “*Individuals*” - as defined in the Code of Conduct & Ethics policy

Application

7. This Policy applies to all Individuals of Curl BC.
8. Opportunities for ADR may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

Facilitation and Mediation

9. Upon receipt of a complaint and preliminary consideration of approach to case management, the CEO of Curl BC or, if appointed, a Case Manager may decide to pursue ADR.
10. The CEO or the Case Manager will then advance a request to the parties to consider ADR methods to resolve the dispute.
11. If all parties agree to ADR or mediation, the Case Manager may:
 - a. refer the ADR process to a resolution facilitator of the viaSport Sport Law Connect Program (SLCP) or, alternatively
 - b. appoint a mediator or facilitator, acceptable to all parties, to conduct the process.
12. The mediator or facilitator shall decide the format under which the dispute resolution process shall be mediated or facilitated and shall specify a deadline before which parties must reach a negotiated settlement.
13. Should a negotiated settlement be reached, the settlement agreement shall be reported to, and approved by Curl BC. Any actions that are to take place as a result of the settlement shall be

SAFE-6: Dispute Resolution (cont'd)

14. enacted on the timelines specified by the negotiated settlement.
15. Should a negotiated settlement not be reached by the deadline specified by the mediator or facilitator at the start of the process, or if the parties to the dispute do not agree to ADR, the dispute shall be considered under the appropriate section of the Complaints and Discipline Policy or Appeal Policy, as applicable.

Final and Binding

16. Any negotiated settlement will be binding on the parties. Negotiated settlements may not be appealed.

SAFE-7: Appeals – policy approved November 3, 2021

Purpose

1. Curl BC provides any individual or group of Individuals affected by a decision of Curl BC with a fair, affordable and expedient process to appeals. This Policy may be used to appeal decisions made through the process outlined in Curl BC's *Complaints and Discipline Policy*.

Definitions

2. The following terms have these meanings in this Policy:
 - a. "Individual" as defined by Curl BC's Code of Conduct and Ethics Policy.
 - b. "Appellant" refers to the member or individual appealing a decision.
 - c. "Respondent" refers to the body whose decision is being appealed.
 - d. "Days" shall mean total days, irrespective of intervening weekends or holidays.

Application

3. This Policy applies to all Individuals and to Member Clubs.
4. Any Individual who is directly affected by a Curl BC decision shall have the right to appeal that decision provided there are sufficient grounds for the appeal under the 'Grounds for Appeal' section of this Policy.
5. This Policy will apply to decisions relating to:
 - a. Eligibility
 - b. Selection
 - c. Conflict of Interest
 - d. Discipline
 - e. Membership
 - f. Other, if determined applicable by Curl BC
6. This Policy shall not apply to matters relating to:
 - a. Employment
 - b. Infractions for doping offenses
 - c. The rules of the sport
 - d. Selection criteria, quotas, policies, and procedures established by entities other than Curl BC
 - e. Substance, content and establishment of team selection criteria
 - f. Volunteer and/or Coach appointments and the withdrawal or termination of those appointments
 - g. Budgeting and budget implementation
 - h. Curl BC's operational structure and committee appointments
 - i. Decisions or discipline arising within the business, activities, or events organized by entities other than Curl BC
 - i. Appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Curl BC at its sole discretion.
 - j. Commercial matters for which another appeals process exists under a contract or applicable law
 - k. Decisions made under this Policy

SAFE-7: Appeals (cont'd)

Timing of Appeal

7. Individuals who wish to appeal a decision shall have ten (10) days from the date on which they received the decision to submit a Notice of Appeal in writing to the Board Chair of Curl BC indicating their intention to appeal.
8. A Notice of Appeal shall contain the following information:
 - a. Appellant's name and address
 - b. Appellant's status (athlete, coach, volunteer, etc.)
 - c. Date the appellant was advised of the decision being appealed
 - d. Name of the Respondent and any affected parties, when known to the Appellant
 - e. A copy of the decision being appealed, or description of the decision if a written document is not available
 - f. Grounds for the appeal, pursuant to section 7 of this Policy
 - g. Detailed reasons for the appeal
 - h. All evidence that supports these grounds
 - i. Requested remedy or remedies
 - j. Date of notice of appeal and signature of Appellant

Grounds for Appeal

9. 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 one or more of the following actions by the Respondent:
 - a. Making a decision that was outside of their authority or jurisdiction, as set out in Curl BC's governing documents.
 - b. Failing to follow procedures as laid out in the bylaws or approved policies of Curl BC.
 - c. Making a decision that was influenced by bias, where bias is defined as a lack of neutrality to such an extent that the decision-maker has appeared unable to consider other views.
 - d. Failing to consider relevant or considering irrelevant information in making the decision.
 - e. Making a decision that was unreasonable.
 - f. Exercising discretion for an improper purpose.

Appeals Panel

10. Within five (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:
 - a. The Panel shall be comprised of three individuals.
 - b. The Panel members shall:
 - i. have no significant relationship with the affected parties,
 - ii. have not been involved with the decision being appealed and
 - iii. be without any other actual or perceived bias or conflict.
 - c. One of the Panel's members shall be from among the Appellant's peers.
 - d. The Appellant shall be given the opportunity to recommend the peers that might be approached to sit as a member of the Panel.
 - e. Should the Appellant not recommend any peers as potential Panel members, as set out in (d) above within five (5) days, the Board Chair shall proceed to appoint all members of the Panel including the peer.

SAFE-7: Appeals (cont'd)

- f. The Panel members shall determine which panelist will chair and advise Curl BC of this decision.

Screening of Appeal

11. Should the appeal not be resolved by using Curl BC's *Dispute Resolution Policy* or through resolution facilitation with the Sport Law Connect Program, the Panel will have the following responsibilities:
 - a. Determine if the appeal falls under this Policy
 - b. Determine if the appeal was submitted in a timely manner
 - c. Decide whether there are sufficient grounds for the appeal
 - d. Follow up in accordance with one of the following two screening steps:
 - i. 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.
 - ii. If the Panel is satisfied there are sufficient grounds for an appeal, the Procedures for the Appeal will be followed.

Procedure for the Appeal

12. The Board Chair or Panel Chair will notify the Parties that the Appeal will be heard.
13. The format of the hearing may be by oral in-person hearing, an oral hearing using technology, a hearing based on a review of documentary evidence submitted in advance or a combination of these methods.
14. The hearing will be governed by the procedures that the Board Chair and Panel deem appropriate in the circumstances, provided that:
 - a. The appeal hearing shall be held within twenty-one (21) days of the Panel's appointment.
 - b. The Appellant, Respondent and Affected Parties shall be given fourteen (14) days written notice of the date, time and place of the appeal hearing.
 - c. 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.
 - d. The Panel may request that any other individuals participate in the appeal.
 - e. 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 five (5) days in advance of the hearing.
 - f. All three Panel members shall constitute a quorum.
 - g. The decision to reject or uphold the appeal shall be by majority vote, and the Chairperson carries one vote.
 - h. 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. Ties in the decision making (if any), are to be broken by decision of the Chair.
 - i. 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.
15. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

16. The Panel shall issue its decision, in writing and with reasons within seven (7) days of concluding the appeal. In making its decision, the Panel shall have no greater authority than that of the original decision-maker. The Panel may decide to:
 - a. Reject the appeal and confirm the decision being applied.

SAFE-7: Appeals (cont'd)

- b. Uphold the appeal and refer the matter back to the initial decision-maker for a new decision.
 - c. Uphold the appeal and vary the decision.
 - d. Determine how costs of the appeal shall be allocated, if at all.
17. A copy of the Panel's decision shall be provided to each of the Parties and to the Board Chair.

Timelines

18. The policy prescribed timeline to conclusion of the appeal process is expected to be routinely adhered to; however, if circumstances are such that a more timely response is needed, this will be indicated by the Panel to the Board Chair along with an abridged timeline. Upon agreement of the Board Chair, all parties will be apprised of the shortened timeline accordingly. On the other hand, if the Panel finds that the prescribed timeline is insufficient to fully address the appeal, the Panel may request a timeline extension through the Board Chair. In this case and on approval, the Board Chair will advise all parties of the extended timeline.

Confidentiality

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

Final and Binding

20. This Policy shall be governed and construed in accordance with the laws of the Province of British Columbia.
21. 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.

Review and Approval

22. This Policy shall be reviewed by Curl BC periodically as required.

Purpose

1. The purpose of this policy is to describe Curl BC’s approach to investigation of reported Maltreatment.

Definitions

2. The following terms have these meanings in this Policy:
 - a. “*Case Manager*” – as defined in Curl BC’s Complaints and Discipline policy.
 - b. “*Investigation Officer*” – an individual appointed by Curl BC to investigate a maltreatment complaint as provided in this policy.
 - c. “*Individuals*” – as defined in Curl BC’s Complaints and Discipline policy.
3. The following forms of Maltreatment have meanings as defined in Curl BC’s *Code of Conduct and Ethics*:
 - a. Harassment
 - b. Discrimination
 - c. Workplace Harassment
 - d. Sexual Harassment
 - e. Workplace Violence
 - f. Abuse

Determination and Disclosure

4. When a complaint is submitted in accordance with Curl BC’s Complaints and Discipline Policy, the CEO or the Case Manager will determine if such a complaint is related to an instance of Maltreatment.
5. Curl BC will adhere to all disclosures and reporting responsibilities required by any government entity, local police force or child protection agency. If abuse of a child is suspected or disclosed, reporting to the appropriate authorities is mandatory. It must be reported to the police and/or the Child Protection Branch of the Minister of Children and Family Development.

Investigation

6. Complaints that are confirmed to involve Maltreatment will continue to be addressed by the process(es) described in the *Complaints and Discipline Policy*. However, the Case Manager may appoint an Investigation Officer to investigate the allegations.
7. If an Investigation Officer is appointed, the Investigation Officer must not be in a conflict-of-interest situation and should have no connection to either party.
8. The investigation may take any form as decided by the Case Manager or, if appointed, the Investigation Officer, guided by any applicable Federal and/or Provincial legislation. The investigation process may include but is not limited to:
 - a. Complainant interviews.
 - b. Complainant’s witnesses’ interviews.
 - c. Statement of the Complainant
 - d. Statement of Complainant delivered to the Respondent.
 - e. Respondent interviews.
 - f. Respondent’s witnesses’ interviews.
 - g. Statement of Respondent
 - h. Statement of Respondent delivered to the Complainant, and

SAFE-8: Investigation of Maltreatment (cont'd)

- i. Other related information, analysis or reporting gathered by the Investigation Officer.

Investigation Reporting

9. In accordance with the timelines determined by the Case Manager, either the Case Manager or the designated Investigation Officer will prepare a report for submission to Curl BC and the respective parties.
10. The Investigation Report should include:
 - a. Summary of evidence from the parties including, if applicable, statements of facts.
 - b. Determination of whether or not an incident occurred that constitutes Maltreatment as defined in Curl BC's *Code of Conduct and Ethics*.
 - i. Provide recommendations for resolution which may include disciplinary actions if a violation is confirmed.
 - ii. If a complaint is rejected, provide recommendations to dismiss the complaint.
11. The Investigation Report will be provided to Curl BC and to both parties. The provision of the Investigation Report is conditional on the parties not distributing the Report to any third party without the written permission of Curl BC.
12. Should the Case Manager or their designated Investigation Officer find that there are possible instances of offence under the *Criminal Code*, particularly related to Criminal Harassment (or Stalking), Uttering Threats, Assault, Sexual Interference, or Sexual Exploitation, they shall advise the Complainant to refer the matter to police. They will further inform Curl BC that the matter should be directed to the police.
13. The Case Manager or designated Investigation Officer must also inform Curl BC of any findings of possible criminal activity. Curl BC may decide whether to report such findings to police, but is required to inform police if there are findings related to the trafficking of drugs or related materials, any sexual crime involving minors, fraud against Curl BC or other offences where the lack of reporting would bring Curl BC's reputation into disrepute.
14. Along with the Investigation Officer's report (if an Officer has been assigned), the Case Manager shall consider submissions from the parties and make a determination as to whether the Respondent committed acts of Maltreatment pursuant to Curl BC's *Code of Conduct and Ethics Policy*.
 - a. If it is determined that the Respondent committed an act or acts of Maltreatment, applicable disciplinary sanctions, singularly or in combination, will be made pursuant to section 39 of Curl BC's *Complaints and Discipline Policy* and may include any recommendations from the Investigations Officer (if one was assigned).
 - b. If it is determined that the Respondent did not commit an act or acts of Maltreatment, the complaint shall be dismissed
15. All Parties can expect to receive a written decision of the Case Manager within fourteen (14) days of the circulation of the investigation report, in accordance with Curl BC's *Complaints and Discipline Policy*.

False Allegations

16. An individual who submits allegations that are determined to be false or without merit may be subject to a complaint pursuant to Curl BC's *Complaints and Discipline Policy*. In such circumstances, Curl BC or the individual against whom the false allegations were submitted may act as the Complainant.

SAFE-8: Investigation of Maltreatment (cont'd)

Confidentiality

17. The information obtained about an incident or complaint (including identifying information about any individuals involved) will remain confidential, unless disclosure is necessary for the purpose of investigating or taking corrective action or is otherwise required by law.
18. The Case Manager, and Investigation Officer if one has been assigned, will make every effort to preserve the confidentiality of the complainant, respondent, and any other party. However, Curl BC recognizes that maintaining anonymity of any party may be difficult for the Case Manager or an assigned Investigation Officer during the investigation.

SAFE-9: Curl BC Reciprocation Policy – policy approved April 21, 2022

Purpose

1. The purpose of this Policy is to ensure alignment with national SafeSport direction and to provide a consistent and effective approach to recognition and enforcement of all “serious” disciplinary sanctions applied by Curl BC, Clubs in Curl BC’s jurisdiction, Curling Canada, or by other Provincial and Territorial Member Associations of Curling Canada.

Definitions

2. The following terms have meaning in this and other Curl BC SafeSport policies:
 - a) “*Individuals* “- All individual affiliates of member facilities and Individuals or persons employed by, or engaged in activities with Curl BC including, but not limited to, athletes, coaches, convenors, officials, volunteers, managers, administrators, committee members, parents and guardians and spectators at events, and Governors of Curl BC.
 - b) “*Serious*” – Serious, as it applies to this policy, the sport of curling and, also, to Curl BC’s SafeSport policies, is defined as the level of a safety related Maltreatment offence that exhibits one or more of the prohibited behaviours that clearly demonstrate, and have been confirmed to have, demonstrated lack of “reasonable” care (i.e. - complete neglect), physical injury, or psychological injury. For a complete definition and understanding of Maltreatment in sport, refer to Curl BC’s Code of Conduct.

Application

3. This Policy applies to Curl BC and, to the extent indicated in the responsibilities section of this policy, to its affiliated Clubs in the conduct of operations, curling activities, events or programming undertaken by or under the direction of Curl BC or by those affiliated Clubs.
4. This policy also has implications for, and indirect application to, individuals who may have had disciplinary actions applied by Curl BC or its affiliated (member) Clubs.

Responsibilities

5. Curl BC will:
 - a) Provide copies of serious discipline and appeal decisions involving individuals in the BC jurisdiction to Curling Canada and to the Club(s) affected or impacted by the decision,
 - b) Recognize and enforce any decision made against an individual by Curling Canada, another Member Association, or a Club. For example, Curl BC will respect the suspension of an

SAFE-9: Curl BC Reciprocation Policy (con't)

- individual that was issued by another Member Association of Curling Canada,
- c) For discipline decisions provided to Curl BC by Curling Canada, determine per its own policies whether to initiate further action against the individual(s) named in the decision, when the Member Association has jurisdiction and determine whether a specific club needs to be advised,
 - d) Advise any or all Clubs in relation to decisions that reasonably are expected to impact them, and,
 - e) Ensure all governing policies reference the reciprocation procedures described herein where appropriate.
6. Clubs are expected to:
- a) Contact Curl BC should any situation arise where they may benefit from assistance or advice in relation to safety related complaints or discipline decisions,
 - b) Advise Curl BC of any local serious discipline (and appeal) decisions made,
 - c) Be prepared to receive, recognize, and assess any information received from Curl BC in respect to discipline decisions reached elsewhere in the province or nationally that have been directed to them because of either direct involvement of an individual from their club or the high potential for this contact in the future,
 - d) Should such information be received, the club (with advice from Curl BC and in consideration of its own policies) will determine whether any further local action against the participant(s) named in the decision is necessary, and
 - e) Ensure their local Club policies reflect and align with the reciprocation procedures described herein.